



Susan Combs Texas Comptroller of Public Accounts

Analysis of Alternative Work Schedules

August 2010

August 31, 2010

Ladies and Gentlemen:

The 2009 General Appropriations Act (Tex. SB. 1, Art. 1, Rider 15) directed the Texas Comptroller's office to conduct a study on the establishment of a four-day, 40-hour workweek for state employees. Rider 15 required this office to consider:

- other jurisdictions' experience with four-day workweeks;
- the expansion of existing variable work arrangements for state employees; and
- the potential environmental, financial and health benefits of a four-day workweek.

In conducting this study, we surveyed Texas state agencies, Texas higher education institutions, other state and local governments and private companies. We also worked closely with various state agencies to collect utility data we used to assess potential financial and environmental impacts.

A copy of this report can be found online at <http://www.window.state.tx.us/specialrpt/altschedule/>.

I hope you find this report helpful.

Sincerely,

Susan Combs



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Alternative Work Schedules

DEFINITIONS

Compressed workweek: An arrangement in which an employee works 40 hours but less than five eight-hour days within a week, or 80 hours but fewer than 10 eight-hour days within a two-week period. These can include:

- 10 hours per day for four days weekly (also known as 4/10 or 4/10/40);
- nine hours per day for eight days every two weeks. For the remaining two days, the employee works one, eight-hour day and has one day off (also known as 9/80 or 9/8/80); or
- nine hours a day for four days and four hours on the fifth day (also called 4/9/4/40).

Flextime: Arrangements that vary the start and end time of a workday while maintaining required core hours.

Telecommuting: Arrangements that allow employees to work from home or another, alternate location on a regularly scheduled basis. Also known as telework.

ABBREVIATIONS

AWS – Alternative Work Schedules

ADA – Americans with Disabilities Act

FEFCWA – Federal Employees Flexible and Compressed Work Schedules Act

FLSA – Fair Labor Standards Act

FMLA – Family and Medical Leave Act

GAO – General Accounting Office

HE – Higher Education

HR – Human Resources

H VAC – Heating Ventilation and Cooling

IT – Information Technology

KW –Kilowatts

kWh – kilowatt-hours

NLRA – National Labor Relations Act

TFC – Texas Facilities Commission

TWFC – Texas Work and Family Clearinghouse

I.

Executive Summary

In 2008, Brigham Young University released a study on the use of a four-day employee workweek since 2003 in Spanish Fork, Utah.¹ The study found that more than 60 percent of employees felt more productive under a work schedule consisting of four ten-hour days per week.² In 2006, the city reopened its doors on Fridays because customers wanted longer office hours during the week.³ Two years later, the city reverted to a regular 8 a.m. to 5 p.m. schedule, Monday through Friday. This case study found that compressed work schedules can produce benefits in employee satisfaction and productivity but can negatively affect customer service.

The media began spotlighting four-day workweeks in 2008 and 2009, as more public and private organizations turned to them to address recessionary woes. The state of Utah made national news when it went to a four-day workweek in 2008. Other states such as California, New Jersey and Maine have met budgetary difficulties by placing state employees on furlough, which is mandatory time off work with no pay or reduced pay for a period of time or for specified days during the week or month. This report does not examine furloughs, since they are not considered a typical alternative work schedule. Instead, we examine four-day, 40-hour workweeks as well as other alternative work schedules (AWS).

The three most common AWS are flextime, telecommuting and compressed workweeks (including four-day workweeks). To gather information on the benefits and drawbacks of AWS, we surveyed agencies in other states, local governments and private companies as well as Texas state agencies and public higher education institutions. Agencies in other states and local governments were asked questions regarding compressed workweeks only, while private companies and Texas state agencies and institutions were questioned on compressed workweeks, flextime and telecommuting.

Approximately 90 percent of the Texas agencies and 71 percent of the institutions that responded to our survey offer some type of AWS; 51 agencies and 18

institutions offer a compressed workweek schedule; 66 agencies and 26 institutions offer flextime; and 42 agencies and 18 institutions offer telecommuting. The Texas Department of Transportation closes some of its maintenance offices one day during the regular workweek, while some universities close some of their departments on Fridays during the summer session.

In all, the most common reason cited for offering an AWS is employee retention. Interestingly, the survey results indicate that cost savings are one of the least-common reasons for AWS adoption among Texas state agencies, but one of the top reasons cited by local governments.

Before adopting an AWS, the majority of governmental respondents did not conduct feasibility studies to determine the benefits and challenges of these schedules. Only 28 percent of Texas state agencies and 17 percent of higher education institutions have evaluated their AWS program.

Eighteen responding Texas agencies (23 percent) indicated that supervising employees on alternative schedules is a challenge, but almost half indicated that they do not provide AWS implementation training to managers and supervisors. Cited managerial challenges include providing training on timekeeping, clearly articulating performance measures, cross-training employees and managing employees who work remotely.

Texas state agencies were more likely to see AWS as a benefit (68 agencies) than as a drawback (53 agencies). Office staff coverage was the challenge most commonly cited by Texas agencies (25 agencies), while employee retention/satisfaction was the most commonly cited benefit (63 agencies).

The effect of AWS on the cost and availability of employee childcare options proved hard to measure, because so many Texas state agencies and institutions have not sought or received employee feedback in this area. Employee feedback on how AWS has

affected their weekly commute was somewhat more prevalent. Texas agencies found that 32 percent of employees on a compressed work schedule reduced their commute time and 20 percent reduced their fuel expenses.

In all, 30 percent of responding Texas agencies cited positive customer service results while 23 percent cited negative customer service results. Since the survey results indicate that the vast majority of Texas agencies do not close their offices during the regular workweek, most have avoided customer-service problems related to AWS. Only seven Texas agencies, however, evaluate the effectiveness of these schedules with customer-focused performance measurements such as customer surveys and customer contact tracking. Most rely on anecdotal accounts of customers' experiences.

Proponents of a four-day workweek note that it can be used to save on energy costs. To examine these effects, the review team developed an estimate of electricity costs for seven state office buildings in the Austin area. To estimate the effect of closing on Fridays, Saturday electricity usage amounts for these buildings were "shifted" to the previous Friday; the Saturday figure was used as a substitute for Friday usage under a four-day workweek schedule.

The estimated aggregate savings from a four-day workweek at these buildings totaled 1,389,457 kilowatt-hours (kWh) annually, which translates to a savings on electric utility costs of **\$65,624** for one year. This represents a 1.2 to 3.05 percent decrease in these buildings' annual electric utility consumption.

FINDINGS

1. **Few organizations close entirely on a regular workday, and doing so may not produce significant benefits.** None of the Texas agencies and institutions that responded to our survey closes entirely on one day during the regular workweek. A few entities close certain divisions or departments.

State agencies provide a wide range of vital services, and significant customer-service concerns could arise from agency facility closures resulting from a four-day workweek. Estimated electric utility savings from closing seven Austin

state buildings on Fridays are minimal compared to the loss of customer service that could result. One significant savings element Utah reported, a reduction in paid overtime, has not been realized by many of the Texas agencies and institutions that have employees on AWS. Moreover, an audit by the Office of the Utah Legislative Auditor General found minimal evidence that the state's four-day workweek was a primary reason for reduced overtime costs.⁴

2. **AWS benefits retention efforts more than budgets.** Survey responses indicate that while some entities have seen savings from AWS, employee retention and satisfaction are the most common benefits. AWS should be considered primarily as a means to recruit and retain employees.
3. **Flextime is a better option than compressed workweeks.** Texas agencies and institutions use flextime more and believe it is more successful than compressed workweeks or telecommuting.
4. **Agencies initiating alternative work schedules should consider tracking the resulting benefits and challenges.** If Texas agencies and institutions using AWS were to formally evaluate and track the results, the benefits could be enhanced and drawbacks (especially concerning customer service) could be addressed in a timely manner.
5. **Obtaining buy-in from and training managers and supervisors when establishing an AWS is essential.** While managerial staff is critical to successful AWS implementation, many survey respondents do not provide supervisors with formal training on how to manage AWS employees.
6. **Consider all issues before implementing an AWS.** Before a Texas agency or institution of higher education implements any AWS, issues that should be considered include state and federal laws, employee and manager support, written policies and procedures (including record keeping), goals for the AWS, evaluation methods and potential benefits and challenges (such as those concerning customer service). In addition, agencies should consider different ways to implement AWS; agency-wide, division-wide or by job duties.

II.

Historical Review of the Workweek in the U.S.

Today, many American full-time employees work eight-hour days, five days a week. In the past, working hours were much longer. Normal working hours for most employees in the 1700s were 14-hour to 16-hour days, six days a week. In the 19th century, attitudes toward working hours began to change. American labor unions worked to reduce hours for employees, believing a shorter workday would allow workers to spend more time with families and seek greater educational opportunities.

The shift to a five-day workweek began when the Ford Motor Company first adopted the schedule in 1927. With the passage of the federal Walsh-Healey Public Contracts Act and the Fair Labor Standards Act (FLSA) during the Great Depression, the five-day, 40-hour workweek became the standard for the American work force.

Just as the Monday through Friday work week started with private industry, so did alternative work schedules (AWS). The Mobil and Gulf oil companies first offered four-day, 40-hour workweeks in 1940, for their truck drivers.⁵ In 1967, a German aerospace company created a flexible work schedule to help alleviate traffic congestion; since then, flexible work schedules have spread throughout Europe, Japan, Canada and the U.S.⁶

In 1970, a study found only 27 firms in the US offered compressed workweeks.⁷ Thirty-five years later, a 2005 survey of private and nonprofit organizations found 49 percent of companies allowed some employees to work a compressed workweek for at least part of the year.⁸

Based on successful experiences in private industry, federal agencies began allowing their employees some work schedule flexibility.⁹ During the 1970s, however, the General Accounting Office (GAO) found that federal law prevented 4/10 schedules because employees were legally barred from:

- working more than eight hours in a day without receiving overtime pay;
- working varying numbers of hours each day; and

- receiving compensatory time for overtime work.¹⁰

Congress later removed these federal barriers by amending the FLSA and Title 5 of the U.S. Code, which governs work hours for federal employees.¹¹ All employers have to navigate federal laws that affect AWS, including the FLSA, the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA) and the National Labor Relations Act (NLRA).

The FLSA establishes minimum wage and overtime pay standards for nonexempt employees.¹² Employees who are exempt from both the FLSA minimum wage and overtime pay requirements include those in executive, administrative and professional positions.¹³ The FLSA regulations also define the workweek as a fixed period of seven consecutive calendar days that do not need to coincide with the calendar week and may begin on any day and at any time.¹⁴ Employers with AWS employees must ensure that they do not violate the FLSA overtime and workweek provisions; many governmental entities, moreover, want to avoid having to pay overtime to their nonexempt employees.

The ADA prohibits discrimination on the basis of disability in employment, public services, public accommodations, transportation and telecommunications.¹⁵ The law is designed to provide workplace flexibility for employees with disabilities by requiring employers to provide them with “reasonable” accommodations that allow them to perform their jobs.¹⁶

Reasonable accommodations can include job restructuring, reassignment to a vacant position or part-time or modified work schedules.¹⁷ Therefore, employers may be required to offer some form of an AWS to meet the needs of employees with disabilities. Conversely, an employer that requires employees with disabilities to work an AWS may be in violation of the ADA if the schedule is not considered a “reasonable” accommodation.

The FMLA entitles eligible employees up to 12 weeks of unpaid, job-protected leave in a 12-month period for specific family and medical reasons. Under special circumstances, such as a planned series of medical treatments, employees may take FMLA leave intermittently.¹⁸ Such changes result in an alternative work schedule, even if it is only temporary. As with the ADA, an employer requiring employees to work a certain AWS may violate the FMLA by preventing them from taking leave provided under the law.

The NLRA gives employees the right to organize and to bargain collectively with their employers through representatives of their own choosing.¹⁹ Employers with unionized employees may need to offer AWS under a collective bargaining agreement, or may be required to enter into new agreements if they decide to offer or change AWS.

The Federal Employees Flexible and Compressed Work Schedules Act of 1978 (FEFCWA) created a three-year pilot project to assess the positive and negative effects of AWS on the efficiency of government operations; mass transit facilities and traffic; energy consumption; customer service; employment opportunities; and employee morale, welfare and family life.²⁰ This law lays out various forms of flextime and compressed workweek schedules.²¹

When President Reagan signed the bill extending this law for another three years, he stated that AWS had a positive effect on the morale of federal employees and particularly for working mothers who used alternative schedules in meeting their home and business obligations.²² Congress permanently authorized the program in 1985, based on GAO findings indicating that most employees who participated in the pilot project supported the program's continuation.²³

In the same period as the creation of the FEFCWA, Texas governmental entities also began adopting work and family policies.²⁴ The first flexible work schedule was implemented by a Texas agency in 1980 and by 1990, 14 agencies offered AWS.²⁵

The 1991 Texas Legislature created the Texas Work and Family Clearinghouse (TWFC).²⁶ TWFC, established as part of the Texas Workforce Commission, was statutorily directed to provide "technical assistance and information on dependent care and other employment-related family issues."²⁷ The 1995 Texas

Legislature stopped appropriations for the TWFC dedicated fund and 2005 legislation eliminated the fund entirely, as well as the TWFC statewide advisory committee, its staff and required research functions.²⁸

A July 1997 TWFC survey of 156 Texas agencies found that 84 percent offered some form of flexible work arrangements, including flextime, compressed workweeks, telecommuting, voluntary reduced workweeks and job sharing.²⁹

Although most respondents agreed that flexible work arrangements "lead to favorable morale for employees," the survey found barriers to developing and implementing these schedules. Challenges cited by respondents included small staffs, managers' concerns regarding supervisory issues and a lack of organizational support for employees in flexible work arrangements.³⁰ Even so, 28 percent of survey respondents indicated that the availability of these arrangements would expand more rapidly in the future.³¹

According to the TWFC, some companies and governmental entities adopted flexible work arrangements to address new workplace challenges resulting from economic and demographic pressures.³² In the decades following World War II, married mothers' labor force participation dramatically increased, from 17 percent in the late 1940s to 70 percent in 1995.³³ According to the U.S. Department of Labor, women comprised 46.5 percent of the total U.S. labor force in 2008 and are projected to account for 49 percent of the total increase in the labor force between 2006 and 2016.³⁴

Based on the emergence of women in the work force, and particularly working mothers, the Women's Bureau of the U.S. Department of Labor launched a Flex-Options project in 2003 to help women business owners create more flexible workplaces.³⁵

Obviously, work and family policies can affect all employees, not just women.³⁶ When flextime is available, however, women use it at a higher rate (79 percent) than men (68 percent).³⁷ Proponents of AWS claim that these schedules help retain women and retirees in the work force.³⁸ A 2009 study published by the Sloan Center on Aging and Work found that more than 61 percent of older workers (those 53 and older) said a flexible schedule made extensive contributions to their quality of life.³⁹

III.

Alternative Work Schedules Across the Nation

To gather information regarding alternative work schedules, the review team surveyed agencies in other states, local governments, private companies and Texas state agencies and public higher education institutions.⁴⁰ The survey found that the three most common AWS are flextime, telecommuting and compressed workweeks.

Flextime is a schedule that varies the start and end time of a workday while requiring attendance during designated “core hours.” *Telecommuting* allows an employee to work from home or another alternate location on a regularly scheduled basis. Three popular forms of *compressed workweek schedules* are:

- 10 hours per day for four days per week, also known as 4/10s or 4/10/40s;
- nine hours per day for eight days every two weeks. For the remaining two days, the employee works one eight-hour day and then has one day off — this is also known as 9/80 or 9/8/80; or
- nine hours a day for four days and four hours on the fifth day, also called 4/9/4/40.

PROFILE OF SURVEY RESPONDENTS

Texas Agencies and Higher Education Institutions: The review team sent a survey to 136 Texas state agencies and public institutions of higher education. Seventy-nine state agencies and 41 institutions responded to the survey, for an overall response rate of 88 percent.⁴¹ The agency respondents represent some 156,212 employees (85 percent of the state work force), while the responding higher education institutions have 146,625 employees (86 percent of all public higher education employment).⁴²

Respondent agencies varied in size, with small agencies (100 employees or fewer) making up more than 40 percent of respondents; 49 percent of higher education respondents, by contrast, employ from 1,001 to 5,000 (**Exhibit 1**).

Other States’ Agencies: Two different surveys were sent to agencies in other states, one for states with

central human resources (HR)/personnel agencies that could respond on behalf of their state and the other for non-HR agencies.⁴³ Seventeen HR agencies and 15 other agencies responded, for a total response rate of 64 percent.

The responding agencies engage in a variety of functions, including agriculture, environmental protection and natural resources, financial management, public safety, transportation, human services, lottery and information technology (IT). Their size ranged from 98 to more than 1,000 employees, with nearly half employing between 250 and 600. Central HR agencies oversaw anywhere from five to more than 100 agencies; about 40 percent of them oversee fewer than 50 agencies (**Exhibit 2**).

Local Governments: Surveys also were sent to 31 local governments. Of those, 19 responded (61 percent). This survey asked questions regarding compressed work schedules.⁴⁴ The respondents included nine cities, one town, eight counties and one city police department (**Exhibit 3**). Four of the

EXHIBIT 1

Texas Agency and Higher Education Institution Respondents*

Number of Texas Agencies	Size of Agencies
34	1 - 100 employees
28	101 - 800 employees
15	More than 800 employees

Number of Higher Education Institutions	Size of Institutions
12	300 - 1,000 employees
20	1,001 - 5,000 employees
8	More than 5,000 employees

*Information on the number of employees for the State Bar of Texas and the Board of Law Examiners was not available at the time of publication. University of Texas System administration is not represented because their employees are under the University of Texas at Austin. Source: Texas Comptroller of Public Accounts.

EXHIBIT 2

Other States' Respondents

Number of Non-Texas Agencies	Employee Size
3	98 - 249 employees
7	250 - 1,000 employees
5	More than 1,000 employees

Number of Central HR Agencies	Number of Agencies Overseen
7	5 - 49
5	50 - 99
5	100 or more

Source: Texas Comptroller of Public Accounts.

EXHIBIT 3

Local Government Entities Respondents

Number of Local Entities	Employee Size
5	15 - 250 employees
7	251 - 1,800 employees
7	More than 1,800 employees

Source: Texas Comptroller of Public Accounts.

EXHIBIT 4

Private Industry Respondents

Number of Companies	Employees
2	100 or fewer employees
9	101 - 1,000 employees
10	More than 1,000 employees

Source: Texas Comptroller of Public Accounts.

local governments are in Texas, with the rest located across the U.S. The populations served by these governments range from about 6,800 to more than 1.2 million.

Private Companies: As noted above, the AWS movement began in private industry, which generally can be more flexible than governmental entities in its business models. Many governmental agencies, by contrast, must comply with numerous legal

requirements concerning customer service, including maintaining certain office hours.

The review team sent a survey to 31 private companies requesting information about their usage of the three most common AWS (compressed workweek, flextime and telecommuting).⁴⁵ Survey recipients were found primarily through the city of Houston's participant list for its Flex in the City program, and winners of the Alfred P. Sloan Award for Business Excellence in Workplace Flexibility.⁴⁶ Out of 31 companies surveyed, 21 responded, a 68 percent response rate.

Almost half of the respondents are large employers, with more than 1,000 employees (**Exhibit 4**). Of the 21 companies that responded to the survey, 18 companies selected one industry classification, including:

- professional services (48 percent or 10 companies);
- manufacturing/production (14 percent or three companies);
- finance/insurance (14 percent or three companies);
- utilities/oil and gas (4.7 percent or one company); and
- healthcare/medical services/pharmaceutical (4.7 percent or one company).

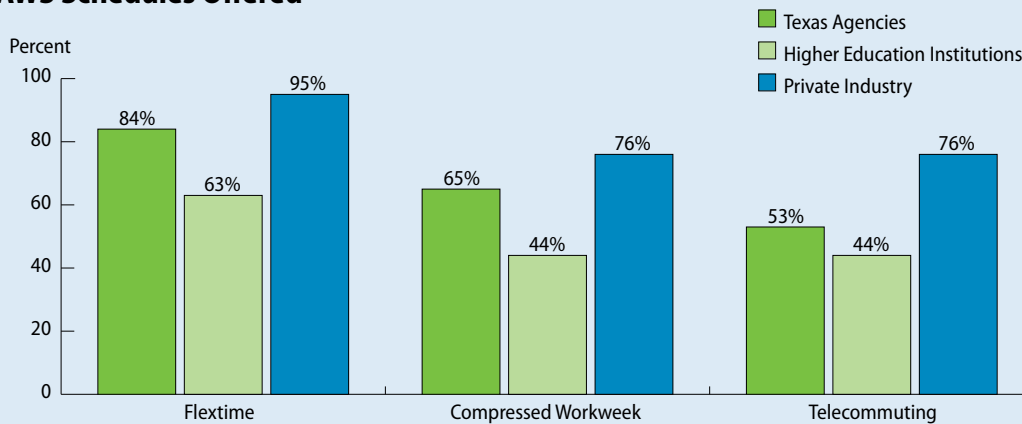
Three companies chose more than one classification. 3M reported its classifications as electronics, telecommunications and electrical products; CompuCom selected IT and IT sourcing; and Dell responded that its industry classifications include professional services, manufacturing/production and IT.

TYPES OF AWS OFFERED

Texas state agencies offer various types of AWS depending on their needs (**Exhibit 5**). While some offer AWS on an ad hoc basis, others have formal programs that are defined and described in their written policies and procedures. For example, the Comptroller's office has a Work Alternative Program (WALT) that includes flextime and compressed 4/10, 9/80 and 4/9/4/40 schedules; it also offers telecommuting.

Of the Texas agencies that responded, 72 offer some type of AWS, although several offer them only on a case-by-case basis, depending on the needs of the agency and its employees. This is especially true of

EXHIBIT 5
AWS Schedules Offered



Source: Texas Comptroller of Public Accounts.

smaller agencies, which may not have the staff or resources needed to offer an agency-wide AWS.

The Texas State Board of Podiatric Medical Examiners, for instance, employs four individuals, and commented that they can take advantage of AWS only in “special circumstances.” The Texas Board of Professional Geoscientists, with seven employees, offers only minimal flextime and telecommuting opportunities due to its need to be available to the public during regular business hours.

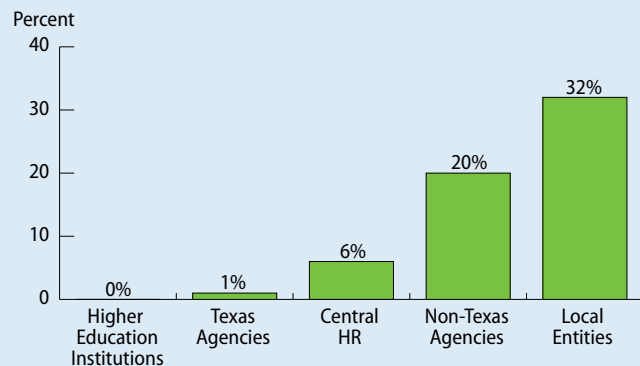
Larger agencies (more than 800 employees) can offer AWS to more employees while continuing to meet the needs of the public. Most Texas state agencies, however, are small (100 or less employees) to mid-sized employers (101 to 800 employees).

Compressed Workweeks

Of the Texas state-level respondents that offer AWS, 51 agencies and 18 higher education institutions offer some form of compressed workweek schedule, with 4/10 schedules being the most common. Slightly more than half of the central HR agencies indicated either that they did not know the number of agencies in their states offering compressed schedules, or that such options are left to the discretion of each agency.

Of course, organizations that offer compressed workweeks do not necessarily close during the regular week. Survey results indicated that only the Texas Department of Transportation closes certain maintenance offices one day a week as a cost-saving

EXHIBIT 6
Percentage of Respondents that Close During the Regular Workweek



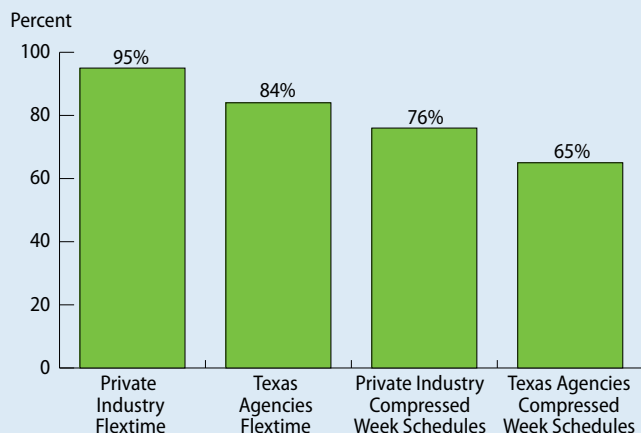
Source: Texas Comptroller of Public Accounts.

measure. None of the higher education institutions completely close one day during the workweek throughout the regular school year, although some of their offices do so during the summer months. Non-Texas agencies and local governments were more likely than Texas agencies to close one day a week (**Exhibit 6**).

Flextime

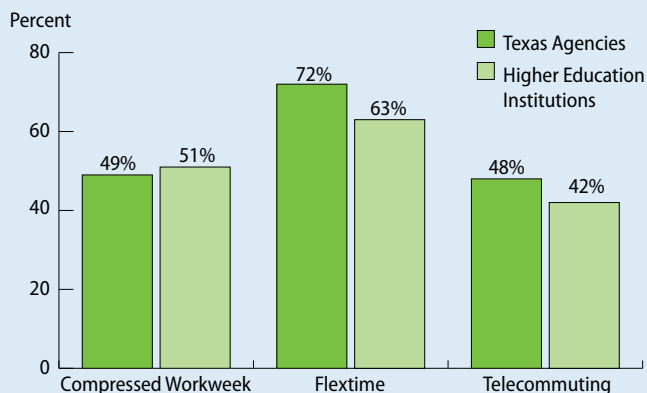
A larger number of Texas agencies offer flextime schedules (84 percent) than compressed workweek schedules (65 percent). This trend also holds in the private industry. For example, 16 of the private com-

EXHIBIT 7

Percentage of Entities that offer Flextime vs. Compressed Workweek Schedules

Source: Texas Comptroller of Public Accounts.

EXHIBIT 8

Percentage of Texas Agencies and Higher Education Institutions with AWS Employees

Source: Texas Comptroller of Public Accounts.

panies who responded offer compressed schedules, while 20 offer flextime (**Exhibit 7**).

Telecommuting

Telecommuting was the least common alternative offered by respondents. Fifty-three percent of responding Texas agencies and 44 percent of the higher education institutions offer telecommuting. As with

other forms of AWS, private respondents were more likely to offer telecommuting than were Texas agencies and higher education institutions.

Telecommuting may be the least common AWS offered because of certain challenges or barriers. In a 2009 report to Congress by the U.S. Office of Personnel Management, some of the challenges federal agencies cited included office coverage, management resistance, organizational culture and IT security.⁴⁷

EMPLOYEES ON AWS

Some Texas agencies reported employees working flextime while not officially offering it as a work option. This is because some agencies do not offer AWS to all employees, but only to certain workers on a limited, case-by-case basis. Many more responding agencies and institutions have employees on a flextime schedule than on compressed workweeks or telecommuting (**Exhibit 8**). As with Texas agencies, flextime schedules are also the most common option among the private companies surveyed, although all of the various AWS options are more common at these companies than at Texas agencies.

REASONS FOR AWS

In all, the most common reason cited by responding Texas state agencies for adopting AWS was to encourage employee retention (**Exhibit 9**). About 63 percent said they had adopted flextime as a retention aid; 47 percent adopted a compressed workweek for the same reason. And nearly 40 percent of those who have adopted telecommuting cited employee retention as their reason.

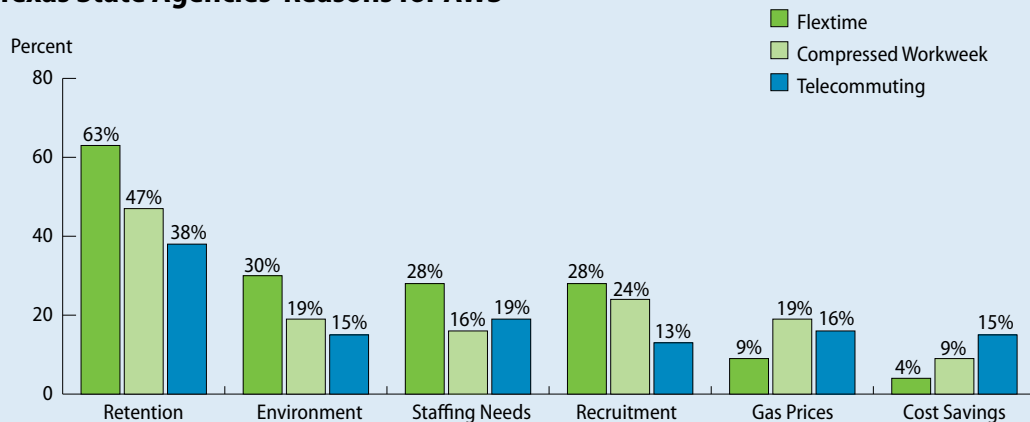
Higher education institutions cited retention and staffing needs equally as the most common reasons to establish compressed workweek and flextime. They cited staffing needs slightly more often than retention as a reason to implement telecommuting (**Exhibit 10**). Several universities mentioned that telecommuting helps them address office space limitations.

The non-Texas state agencies and local governments cited savings as a reason for AWS considerably more often than Texas state agencies and higher education institutions.

AWS FEASIBILITY STUDIES

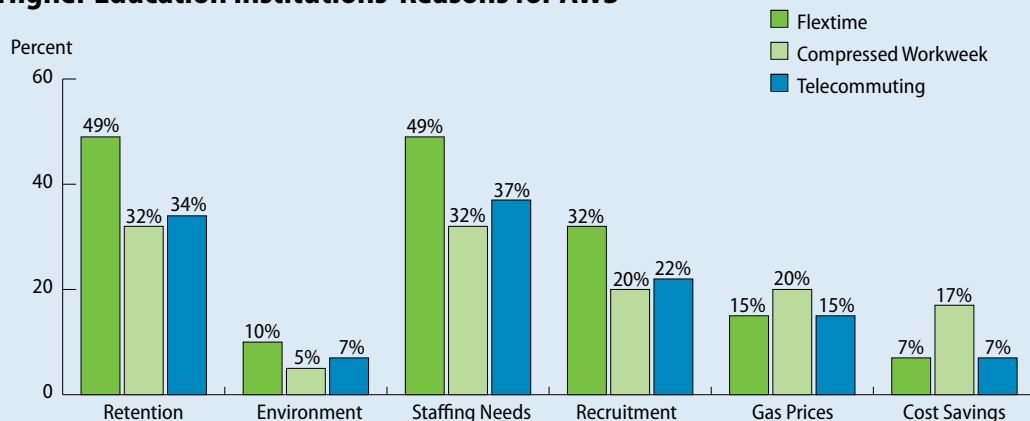
Most governmental respondents did not conduct feasibility studies before implementing AWS

EXHIBIT 9

Texas State Agencies' Reasons for AWS

Source: Texas Comptroller of Public Accounts.

EXHIBIT 10

Higher Education Institutions' Reasons for AWS

Source: Texas Comptroller of Public Accounts.

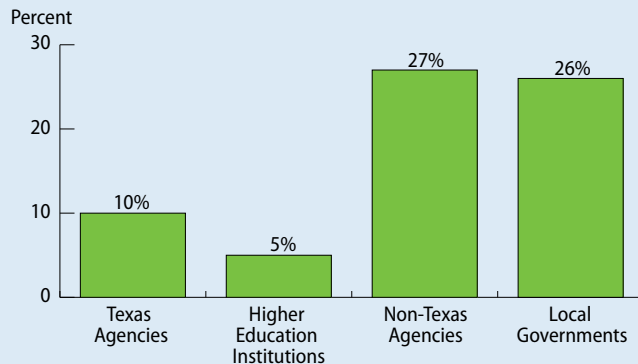
(Exhibit 11). Just 10 percent of Texas state agencies and less than 5 percent of the higher education institutions conducted studies. A higher but still small share of non-Texas state agencies (27 percent) and local governments (26 percent) conducted feasibility studies.

Feasibility issues that *were* studied include productivity, technological capabilities, office coverage and employee and customer impacts. Several Texas agencies and local governments polled or surveyed

their employees or managers to learn their opinions on AWS. Two agencies used other sources to gather information, such as interviews with other state agencies and private companies.

One Texas agency commented that it had studied work productivity issues for a telecommuting pilot program, while another examined telecommuting's impact on employee supervision, employee benefits and the removal of office equipment and documentation from the office.

EXHIBIT 11

Percentage of Governmental Entities that Conduct AWS Feasibility Studies

Source: Texas Comptroller of Public Accounts.

Compressed workweek feasibility studies looked at issues such as savings on utilities, commute times, gas prices, employee morale, business needs, customer service and the impact on other state agencies.

Oregon's Clackamas County contracted with a private research firm to conduct a telephone survey of its citizens' attitudes toward the closing of offices on either a Friday or Monday. The survey showed the majority of citizens accepted the concept. After conducting a feasibility study, one non-Texas state agency indicated it has not implemented a compressed workweek schedule because it determined that its payroll system could not handle the various scheduling options.

One university's calculated savings from its feasibility study were much smaller than originally expected. Other university-specific issues studied included the impact on class schedules and student/employee travel.

LEGAL REQUIREMENTS

Before a local government or state agency implements an AWS, it must consider the potential legal ramifications. For example, the Louisiana Justice Institute filed a federal voting-rights complaint against the city of New Orleans concerning its decision to close the city hall on Fridays, claiming that the change would prevent some residents from voting early in municipal elections.⁴⁸ As a result, the city now keeps city hall open during early voting.⁴⁹

Texas State Law

The Government Code provides that full-time state employees (except for those employees participating in a voluntary work reduction program) are required to work for the agency not less than 40 hours a week.⁵⁰ Normal office hours for state agencies are 8 a.m. to 5 p.m., Monday through Friday, and agencies also must remain open during the noon hour.⁵¹

In the early 1970s, however, the president of the University of Houston requested an opinion from the Texas Attorney General as to whether state law prohibited the university from instituting a four-day workweek for their maintenance and operations department. The Attorney General's opinion said:

...state employees are required by law to work a minimum forty hour week, but in situations where the administrative head of the agency deems the efficient operation of the agency will be aided thereby he may assign certain personnel to a ten-hour day, four-day work week.⁵²

State law also provides that state employee working hours can be staggered for traffic regulation or public safety, and that the chief administrator of a state agency can make exceptions to the minimum length of the workweek to meet any emergency or public necessity.⁵³ To provide for operational efficiency, state law authorizes higher education institutions to make exceptions to the minimum length of the workweek and the maximum length of the workday.⁵⁴ Many of the surveyed universities commented that even if some of their employees are on an AWS, their offices still remain open from 8 a.m. to 5 p.m., Monday through Friday.

State law requires telecommuters to receive prior written authorization from the administrative head of the agency before conducting agency business at a personal residence.⁵⁵ Additionally, telecommuters are only authorized to accumulate compensatory time if the employee receives prior approval from the administrative head of the agency.⁵⁶

Fair Labor Standards Act

Most governmental entities and private companies must weigh the legal requirements of the FLSA before considering AWS.

In fiscal 2009, approximately 20 percent of the state's classified employees were FLSA-exempt and

80 percent were FLSA non-exempt.⁵⁷ Several Texas agencies mentioned, for instance, that only FLSA-exempt employees can work 9/80s (which call for working more than 40 hours a week twice in one month and less than 40 hours in the remaining weeks). If an employee covered under FLSA works more than 40 hours a week, the statute requires that the employee receive overtime pay.⁵⁸ In addition, there is an exception to the FLSA overtime pay requirement for non-exempt security personnel in correctional institutions that work less than a specified number of hours for 28 consecutive days.⁵⁹

Other Requirements

Texas state agencies commented that they also must consider contractual obligations before offering AWS. For example, some contracts may require that a certain transaction take place every Friday. Some non-Texas state agencies, such as those in Massachusetts and Minnesota, must consider collective bargaining agreements. In addition, public hospitals and higher education institutions must consider their accreditation status. Finally, agencies also must take into account whether AWS will affect legislative goals and their own performance measures, including response times.

Other States' Laws

Five of the responding non-Texas state agencies (29 percent) remarked that their state governments place certain requirements on agency office hours. Four said their states require them to stay open Monday through Friday, while one state requires agencies to maintain "core hours." Virginia has set an AWS participation goal for each agency of at least 25 percent of their eligible work force, but gives agencies the flexibility to implement their own work schedules.⁶⁰

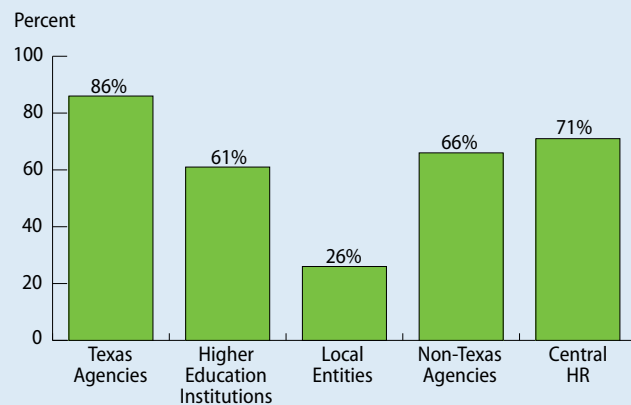
Other legal requirements cited by non-Texas governmental entities were locally based or agency-specific. Local government requirements include mandatory courthouse hours, law enforcement and fire protection coverage and prescribed hours for county office buildings. Several HR agencies said that the legal requirements for compressed workweeks depend on each individual state agency. Some of these agencies said their states have no statewide work schedule, but leave it to the discretion of individual agencies, with no central tracking.

ELIGIBILITY REQUIREMENTS

The survey found that the most common eligibility requirement for employee participation in AWS is managerial approval (**Exhibit 12**). The vast majority

EXHIBIT 12

Managerial Approval Required by AWS



Source: Texas Comptroller of Public Accounts.

of responding Texas state agencies require managerial approval for participation in any AWS.

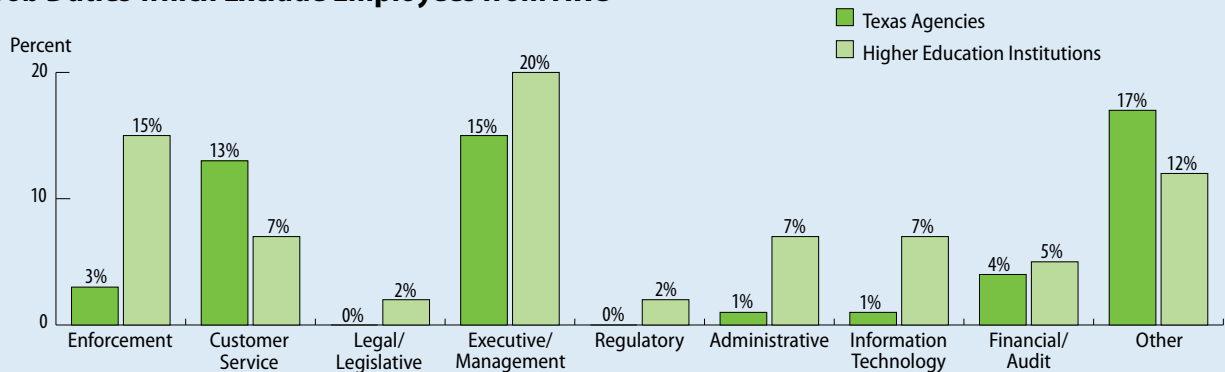
Some Texas agencies, including the Department of Assistive and Rehabilitative Services and the Texas Department of Criminal Justice, have made employee performance an additional eligibility requirement.⁶¹ Employees at the Texas Department of Savings and Mortgage Lending must show satisfactory performance and maintain certain leave balances to work an AWS. The Texas Commission on Environmental Quality (TCEQ) does not allow employees on a performance improvement plan or disciplinary probation to participate.

WHO CANNOT USE AN AWS?

Certain personnel may not be eligible to work AWS because of the nature of their jobs (**Exhibit 13**). Eleven Texas agencies and eight higher education institutions indicated that employees with executive or managerial job duties cannot work AWS. Other ineligible personnel include receptionists, call-center employees, librarians and student center and university housing staff. A few agencies commented that AWS is not offered to employees at state hospitals or centers that are open 24 hours a day, seven days a week.

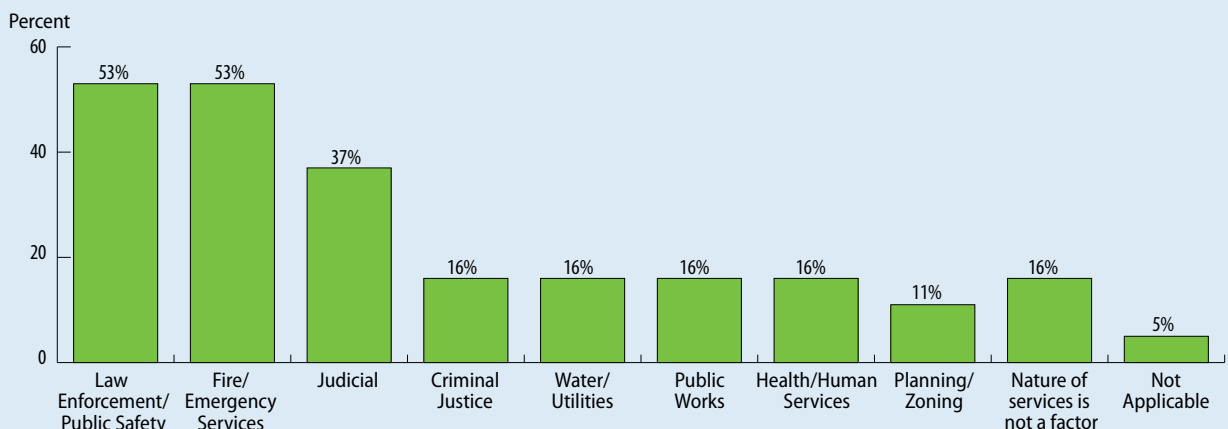
More than half of the local governments surveyed said that public safety staff members are not allowed to work compressed workweeks (**Exhibit 14**). In contrast, the University of Texas at Tyler said that police officers and guards are the only employees who are authorized to work compressed workweeks.

EXHIBIT 13
Job Duties which Exclude Employees from AWS



Source: Texas Comptroller of Public Accounts.

EXHIBIT 14
Local Government Division Employees who Cannot Be on a Compressed Workweek



Source: Texas Comptroller of Public Accounts.

A study by the Bill Blackwood Law Enforcement Management Institute found that Texas law enforcement personnel generally work three basic work schedules:

- 5-8 plan — officers work five eight-hour shifts with two days off;
- 4-10 plan — officers work four 10-hour shifts with three days off; or
- 3/4-12 plan — officers work 12-hour shifts with alternative three and four days off.

As with all compressed workweek schedules, longer patrol shifts have both benefits and drawbacks

—more scheduled days off to relax and spend time with family versus possible fatigue and decreased job performance.⁶²

Many restrictions on AWS participation stem from the organization's business needs. TCEQ said "supervisors and managers are responsible for determining which jobs can accommodate alternative work schedules without any adverse effect on the agency's service to the public, work productivity, or work environment." Central HR agencies agreed with this assessment, and a few non-Texas agencies also commented that it depends on their organizational needs.

IV. AWS Implementation

EMPLOYEE OUTREACH

In all, 92 percent of the responding Texas state agencies and 85 percent of higher education institutions make some outreach efforts to inform their employees about available AWS. Texas state agencies provide this information mainly through employee manuals and new employee orientations, and by using managers and supervisors to inform employees about available options (**Exhibit 15**).

MANAGERS AND SUPERVISORS

Managers and supervisors are charged with implementing AWS while ensuring proper employee management. According to a report by the Institute for Women's Policy Research:

A big challenge for flexible working policies is the translation from policy into practice: in too many organizations implementation is haphazard, depending on the good will and imagination of individual line managers.⁶³

Almost half of the responding Texas agencies and more than half of the higher education institutions

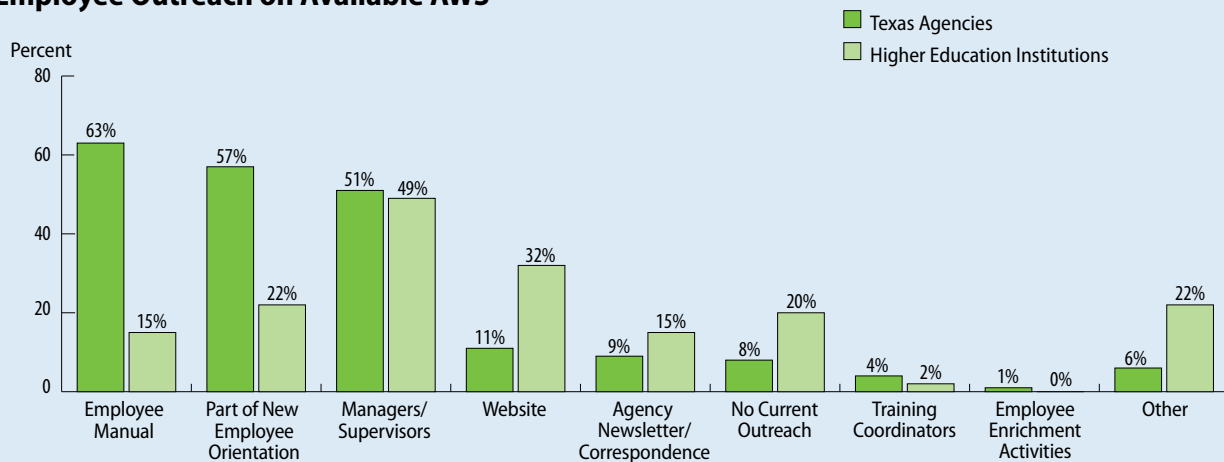
indicated that they do not provide training to managers and supervisors on AWS issues. A smaller share of private companies (five out of 21) said they do not provide such training.

Many of the respondents who do not provide formal AWS training said they provide information to managers and supervisors through policy documents and manuals available on the Internet. One private-industry respondent offers informal AWS training for managers and provides its staff with information on current policies. A Texas agency respondent indicated that the agency's small size makes training in this area unnecessary.

Respondents that do provide AWS training to managers and supervisors handle it in a variety of ways (**Exhibit 16**). The most popular method is to include AWS training in the organization's general training sessions.

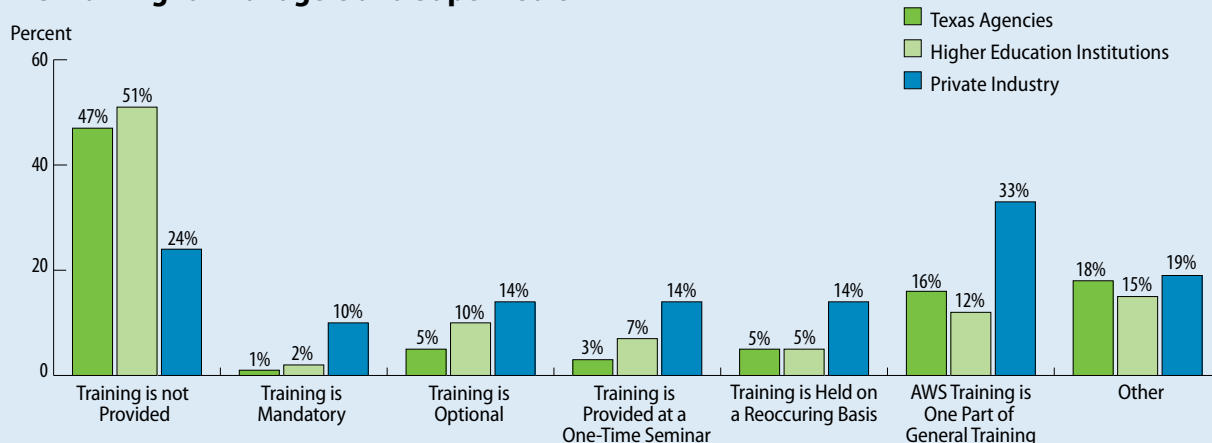
AWS may present some challenges for managers and supervisors, including the need to modify their own work hours to supervise AWS employees. Eighteen

EXHIBIT 15
Employee Outreach on Available AWS



Source: Texas Comptroller of Public Accounts.

EXHIBIT 16

AWS Training for Managers and Supervisors

Source: Texas Comptroller of Public Accounts.

of the 79 responding Texas agencies indicated that supervising AWS employees presented challenges including training on timekeeping; ensuring that supervisors clearly articulate performance measures; cross-training employees; and managing employees working remotely. Similar challenges reported by companies include the inability to locate employees if needed; reduced interaction between employees and their supervisors; inability to verify hours worked; and the need for managers to adapt to supervising AWS workers.

Local entities' comments on these challenges mirrored those of Texas agencies. For example, the respondent for Spokane County, Washington, commented that compressed workweek schedules require better management to avoid abuses, and that more training and scheduling time is required to ensure adequate employee coverage. Clackamas County, Oregon, reported that some managers who work a compressed workweek want to discontinue the schedule, but that group is a smaller percentage than those who want to continue it. Many supervisors on the traditional five-day workweek want the county to go back to this schedule.

Montana's *Telework Program Guide* states that "managers must be able to delegate responsibility and forego direct oversight." The guide lists managerial guidelines for running a successful telework program, such as trusting employees to do their jobs without constant supervision; maintaining a

results-oriented management style; providing timely feedback; and maintaining flexibility.⁶⁴

In all, the responses indicated that AWS entails some challenges for managers, but most are able to handle them within their current work hours (**Exhibit 17**).

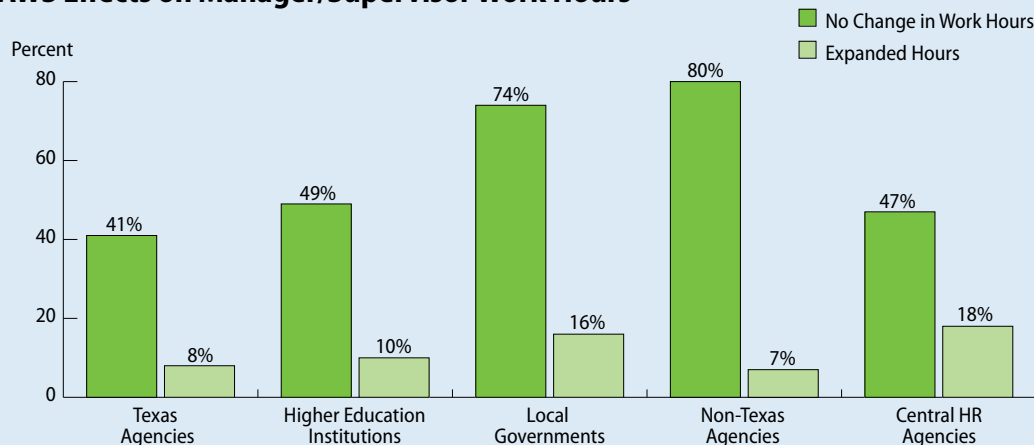
One Texas agency, however, suggested that the absence of direct supervision for AWS employees can cause oversight issues. Texas agencies and higher education institutions both were more likely to restrict the participation of managers in AWS than were private industry respondents (**Exhibit 18**).

EVALUATING AWS

About 28 percent of the Texas state agency respondents have evaluated their AWS programs (**Exhibit 19**), including 11 agencies that examined compressed workweeks, 15 that evaluated flextime schedules and 12 that examined telecommuting programs. Several said they cannot measure the effectiveness of these schedules because the agency uses them only minimally. Even fewer of the Texas higher education institutions (17 percent) had assessed their AWS programs, with five measuring compressed workweeks, four examining flextime schedules and only two weighing the effectiveness of telecommuting.

A relatively low share of central HR agencies (24 percent) had evaluated compressed workweek schedules.

EXHIBIT 17

AWS Effects on Manager/Supervisor Work Hours

Source: Texas Comptroller of Public Accounts.

Several said the data for individual agencies were not available, or that the state personnel department does not require agencies in their state to perform such evaluations.

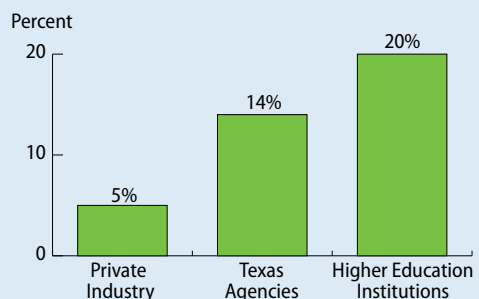
In contrast, a much higher percentage of private companies, local governments, and non-Texas agencies track the outcomes of AWS.

For all respondents, employee surveys are the most commonly used performance measure for AWS (**Exhibit 20**). Texas state agencies also cited employee satisfaction feedback, comparisons of quarterly performance reports and participation in the Survey

of Employee Engagement, an annual survey of more than 100 Texas state agencies and higher education institutions conducted by the Department of Social Work at the University of Texas at Austin.⁶⁵

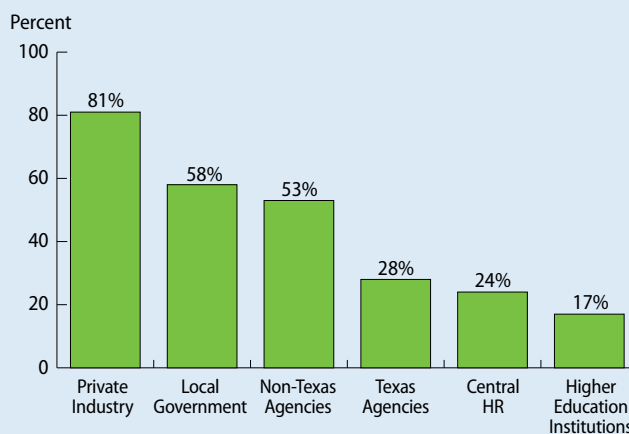
Just 9 percent of Texas agencies used general customer service measures to evaluate their use of AWS, with five using customer surveys, one monitoring agency website traffic and two tracking customer contacts.

EXHIBIT 18

Managers/Supervisors Not Allowed on AWS

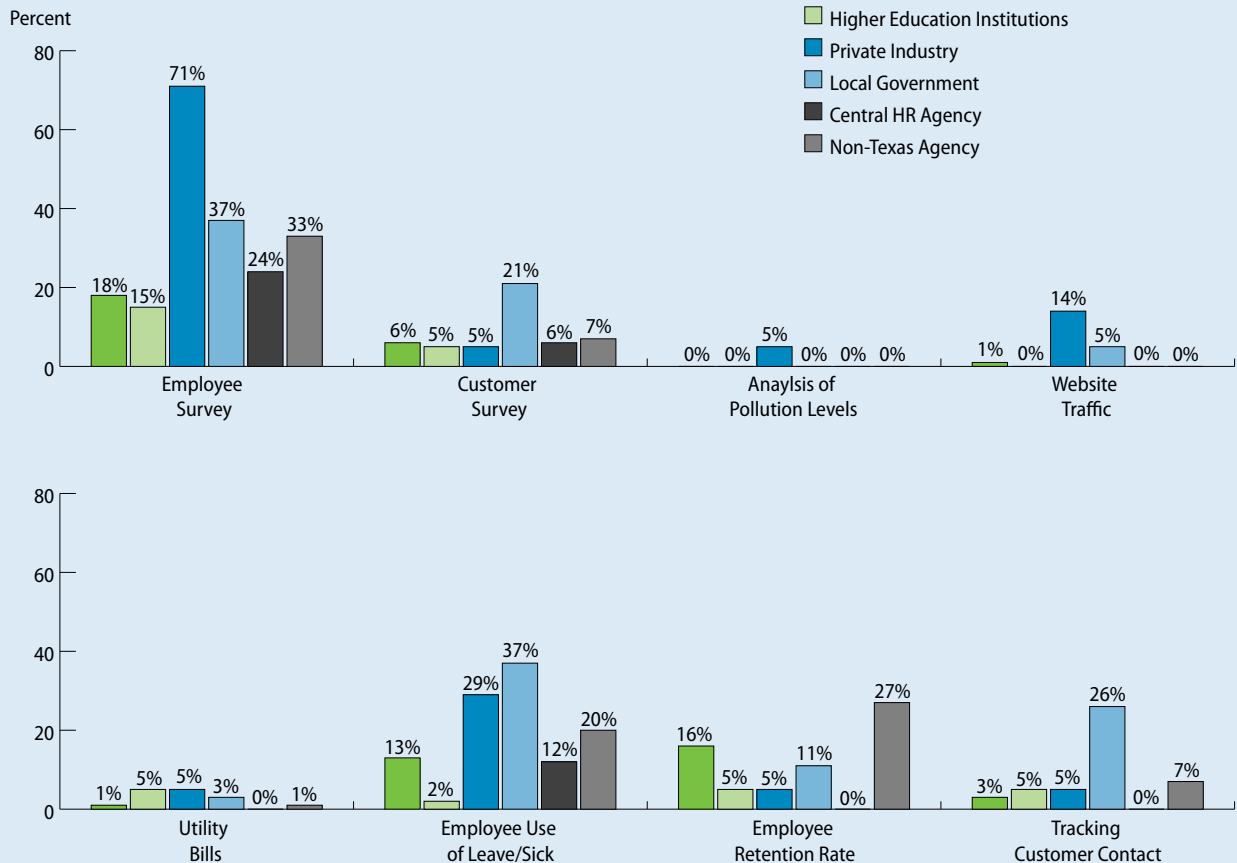
Source: Texas Comptroller of Public Accounts.

EXHIBIT 19

Percentage of Respondents that Conduct AWS Evaluations

Source: Texas Comptroller of Public Accounts.

EXHIBIT 20

AWS Evaluation Tools

Source: Texas Comptroller of Public Accounts.

Local governments were most likely to use customer service measures, at 42 percent, while just 19 percent of private companies and 13 percent of non-Texas agencies monitored such criteria. Other metrics used by governmental entities and private companies include employee performance evaluations, AWS participation ratios, exit interviews, outside consultant studies and an HR system that tracks health care costs, sick leave use and retention.

ELIMINATING AWS

While AWS has become a common tool for American employers, several surveyed organizations have eliminated, suspended or modified their AWS programs (**Exhibit 21**).

Sixteen Texas agencies indicated they had either eliminated or suspended an AWS; some of those said

performance issues were a deciding factor in their decisions. One Texas agency said that it suspended its telecommuting schedule for a year because “functional unit performance measures were not being met.” The agency has since reinstated a modified telecommuting policy.

At least two governmental entities not surveyed by the review team have cited customer service as a reason for canceling AWS. Seth Perrins, assistant city manager for Spanish Fork City, Utah, stated that the city eliminated its 4/10 schedule in 2008 due to a lack of customer satisfaction and utility savings.⁶⁶ And according to a 2008 *New York Times* article, Ohio state officials abandoned the use of compressed workweeks and greatly restricted other AWS “in hopes of improving customer service.”⁶⁷

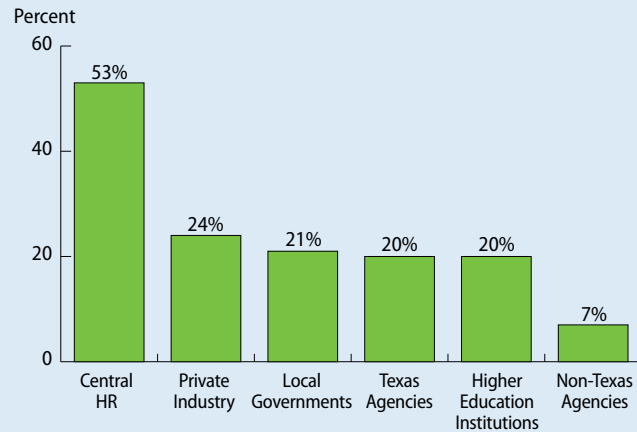
Among the private-industry respondents, five companies reported they had eliminated or suspended AWS programs because of concerns about employee performance standards, workload issues and the company's business needs. One said it eliminated its compressed workweek schedule because of "additional incurred cost and disruption to employee work-life balance."

MODIFYING AWS

Among Texas agencies, the most common reasons cited for modifying an AWS were holidays, legislative sessions, seasonal workload, and staffing levels (Exhibit 22). Higher education institutions cited these reasons, but were affected less by the legislative session and more by staffing needs. While relatively few respondents cited budgetary factors, local governments and central HR agencies were more likely to select it.

EXHIBIT 21

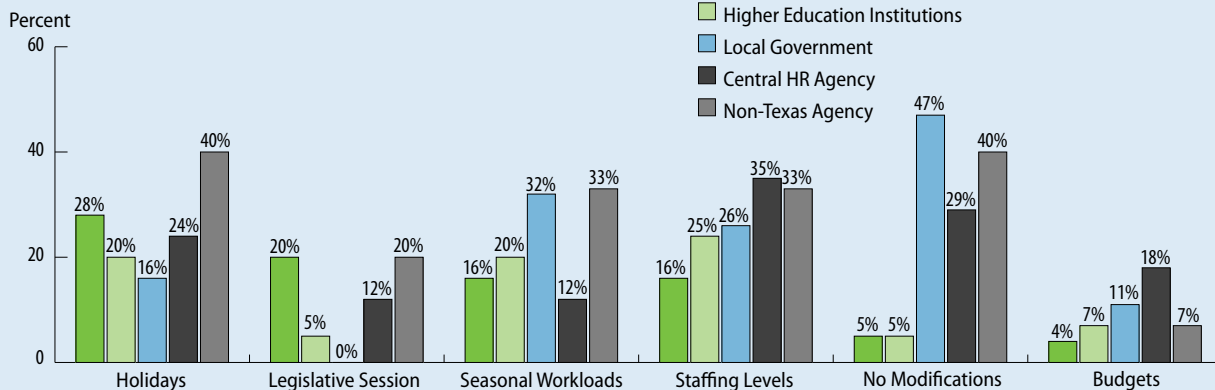
Entities that Eliminated or Suspended AWS



Source: Texas Comptroller of Public Accounts.

EXHIBIT 22

Reasons for Compressed Workweek Modifications



Source: Texas Comptroller of Public Accounts.

V. Benefits and Challenges

Texas state agencies were more likely to realize benefits than drawbacks from AWS. In all, 53 agencies indicated they had encountered difficulties, while 68 garnered benefits. Several agencies and institutions of higher education commented on the difficulty of measuring the effectiveness of AWS, either because the schedules are used infrequently or due to the unreliability of anecdotal information.

PROBLEMS WITH AWS

The most common challenge Texas agencies have encountered with AWS is office staff coverage; other common problems include accounting for leave and sick time and employee supervision (**Exhibit 23**). Eighteen agencies cited customer-service challenges, including maintaining appropriate customer-service staffing and managing public and customer perceptions. Some less-common problems include employee abuse of the schedule and time-accounting software challenges.

Another challenge Texas agencies reported is a perception of unfairness among employees who cannot participate. At least one agency has a process

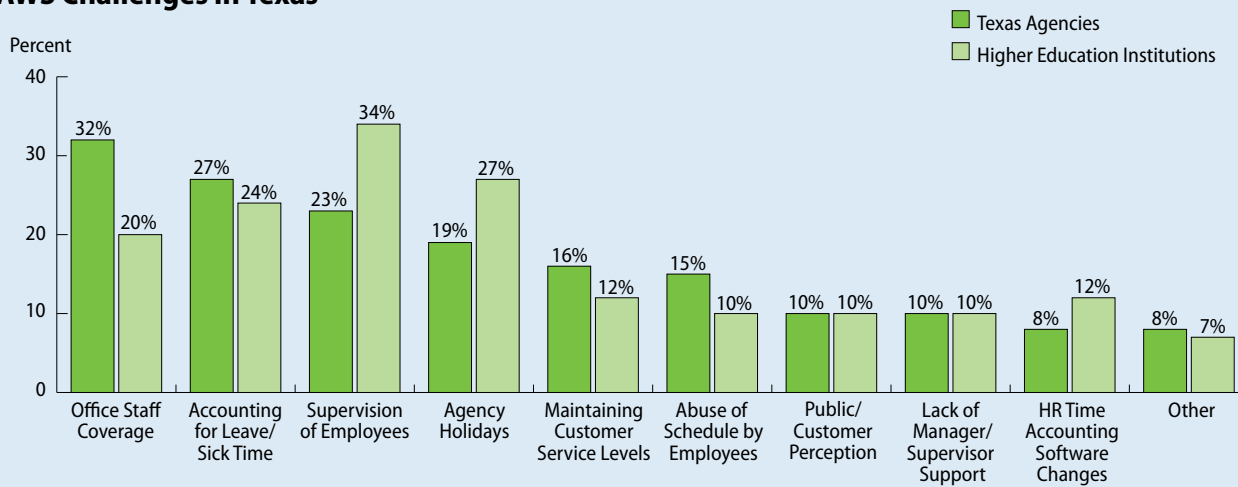
in place allowing supervisors to discontinue an employee's AWS at any time if difficulties arise.

The most common challenge cited by Texas higher education institutions is employee supervision. One institution reported that some managers feel that AWS are not worth the effort. Another, however, remarked that the challenges have proven manageable. Other common difficulties include the impact of holidays on AWS; accounting for leave and sick time; customer-service issues; and office staff coverage. Less common challenges for higher education institutions were generally similar to those found by Texas state agencies.

BENEFITS

Most responding Texas state agencies (56, or 71 percent) and more than half of higher education institutions (24, or 59 percent) have realized more than one benefit from AWS. The most common benefit cited by both Texas agencies and institutions is employee retention and satisfaction (**Exhibit 24**). Other common benefits include employee recruitment and reduced employee commute times and

EXHIBIT 23
AWS Challenges in Texas



Source: Texas Comptroller of Public Accounts.

expenses. Some of the least common benefits cited are a decrease in overtime pay accrual and a decrease in travel costs.

Several Texas state agencies with rural offices pointed out that the effects of AWS on those offices are very similar to those found at state headquarters. Three agencies commented that rural state offices using these schedules found that customer satisfaction with AWS is good, and that the schedules help employees assist customers in a more timely and responsive manner. The General Land Office commented that its rural offices with teleworking have saved money by not having to rent office space, but do incur some costs in implementing and supporting these arrangements, such as when headquarters information technology staff needs to travel to support a teleworking employee's computer.

EMPLOYEE RECRUITMENT, RETENTION AND PRODUCTIVITY

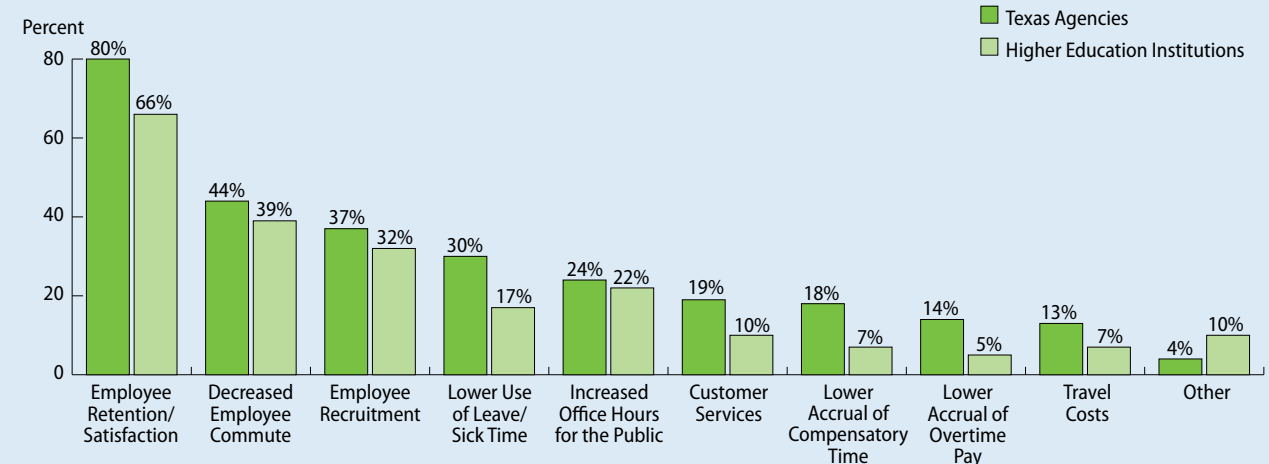
The Brigham Young University study cited earlier on Spanish Fork, Utah's four-day workweek program found that more than 75 percent of participating employees reported a positive experience with the schedule, and that more than 60 percent said the schedule had made them more productive at their jobs.⁶⁸ Similarly, a four-day workweek pilot program in the state of Washington found that "a majority of employees reported that they felt their own productivity had increased" as a result of the schedule.⁶⁹

Employee retention is the main reason cited by most survey respondents for creating AWS, and their responses overwhelmingly indicated that they view AWS as a means to retain happier, more productive employees. Eighty percent of Texas agencies and 66 percent of higher education institutions indicated that employee retention and satisfaction is a benefit, with 37 percent of agencies and 32 percent of institutions also seeing employee recruitment as a benefit.

One higher education respondent commented that "employees love the flexibility of being able to have schedules that take into account some of their personal issues," while a Texas state agency said the schedules are good for employee retention and productivity and "make for more happy campers." Chris Adams of the Texas Water Development Board indicated AWS are "an important tool in both recruitment and retention of employees." One local government reported that the additional day off under the four-day workweek was a "major morale boost" for the employees and seemed "like an added benefit for working for the city."

When asked specifically about the effect of compressed workweeks on employee recruitment and retention, about a fifth of respondents from Texas agencies and higher education institutions indicated they had increased employee retention or improved recruitment. For the agencies and institutions that indicated they established a compressed workweek

EXHIBIT 24
AWS Benefits in Texas



Source: Texas Comptroller of Public Accounts.

to improve employee recruitment and retention, a higher percentage generally found that that schedule helped them do so (**Exhibit 25**).

Two central HR agencies said AWS is a good recruitment tool for nurses and healthcare personnel. Lois Ryan from the Kansas Department of Administration stated that compressed workweeks are “necessary to compete with private hospitals and medical facilities.” A 2002 study of Alabama nursing staff found that a “majority of the respondents indicated that working on compressed workweeks had positive impact on their job satisfaction, and overall performance/productivity.”⁷⁰ In addition, the Texas Tech University Health Science Center said that a compressed workweek is highly successful in a 24/7 health care operation.

Some survey respondents, however, also mentioned issues that arise with AWS. These include fatigue from the longer workday in a compressed schedule; a feeling among employees of “entitlement” to an AWS; and resentment from employees who cannot work an AWS because of their job duties.

One private company commented that hourly employees experience a significant decrease in morale under a 4/10 schedule because of the difficulties involved in managing family and other commitments after the long workday. Another private company reported a moderate decrease in productivity as a result of its AWS and said a compressed workweek resulted in a decline of “billable” time from employees during the summer.

LEAVE AND OVERTIME

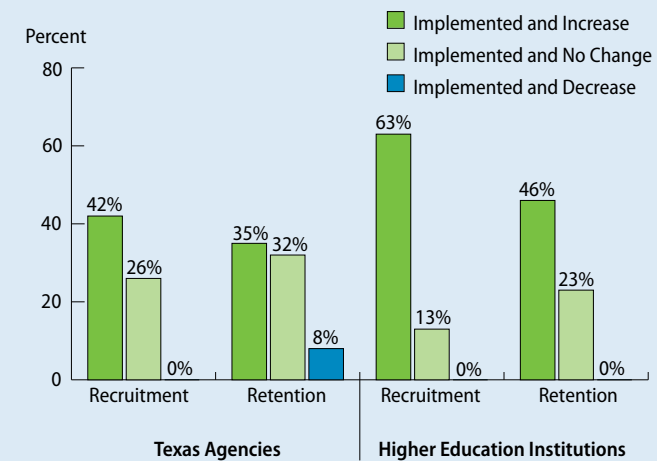
Any entity implementing an AWS must decide how it will handle the accrual and use of leave, sick time, holidays and overtime. For compressed workweek employees in particular, additional consideration must be given to handling holidays.

Leave/Sick Time

Texas agencies and higher education institutions reported that employees on an AWS are required to take leave/sick time according to the number of hours they usually work per day. Comments indicated this is particularly applicable for compressed workweek employees. Christine Brister of the Board of Architectural Examiners said that “those [employees] with a 4/10 schedule must use leave to equal 10 hours” for the day that they take off. A higher education respondent said “employees must take

EXHIBIT 25

Recruitment and Retention Rates for Compressed Workweek Schedules



Source: Texas Comptroller of Public Accounts.

the appropriate number of sick leave or annual leave hours to coincide with their shift length.”

Just 10 Texas agencies and two higher education institutions said they track the use of sick leave and vacation to measure the success of their AWS. Similarly, most private respondents indicated that they do not track the use of leave/sick time by AWS employees. Among the private companies that do track this information, eight said they found no significant change in the use of leave/sick time by AWS employees, while four respondents reported lower use.

The state of Washington, which conducted a four-day workweek pilot program that included 700 employees, stated in an April 2008 performance report that half of the participating agencies saw a decrease in annual leave taken.⁷¹ Thirty percent of Texas agencies and 17 percent of institutions reported this benefit for AWS employees. For compressed workweek employees specifically, 23 percent of agency respondents and 12 percent of higher education respondents said this was a benefit.

This benefit also can cause difficulties in the calculation and accounting of leave/sick time, however. Twenty-seven percent of Texas agencies and 24 percent of higher education institutions cited it as a challenge. One agency said it has to work with AWS employees to ensure that they record their leave and sick time correctly.

Holiday Modifications

Holidays are an issue for some Texas agencies and higher education institutions, although no more than 30 percent of these surveyed groups indicated they have had to modify an AWS because of holidays. Among the Texas agencies, compressed workweek and flextime schedules were more likely to be modified because of holidays; for higher education institutions, telecommuting schedules were more likely to require such modifications.

Many Texas agencies said that if an employee works a 4/10 schedule Monday through Thursday, and a holiday falls on a Monday, he or she will receive eight hours of holiday time, just as other employees. The employee then must make up the two missed hours during the remainder of the week or use two additional hours of leave to make up the difference.

Sara Allen of the Texas Historical Commission said that “if a holiday falls on their normal scheduled day off (days other than Saturday or Sunday) the employee is awarded compensatory time to then take at a later date.” Similarly, a central HR agency said employees might be entitled to “special compensatory leave” if they are working a compressed workweek schedule and a holiday falls on their day off. In contrast, a Texas agency reported that it suspends the compressed schedule for all weeks containing a holiday. This policy was put into place precisely because of the difficulties involved in timekeeping.

Compensatory Time and Overtime

After completing its pilot four-day workweek program, the final Working 4 Utah report said that some of the \$4.1 million in savings realized could be attributed to other factors, and “a large portion of the savings is believed to be a result of the 4/10 schedule.”⁷² Conversely, a performance audit conducted by the Office of the Utah Legislative Auditor General found “there is little evidence that the four-tens schedule has played a significant role in reducing overtime costs since the beginning of the four-day workweek.”⁷³ The auditors found other factors contributed to the decline in overtime costs, such as agency efforts to reduce overtime and the change in certain job functions that actually required overtime.⁷⁴

A majority of the Texas agencies and higher education institutions surveyed, however, saw no significant decrease in the amount of overtime used. They were more likely to report a decrease in employee accrual of compensatory time and the use of leave and sick time (**Exhibit 26**).

Similarly, only one private company reported a change in overtime accrual for AWS employees. This company experienced a moderate *increase* in overtime accrual, and said employees’ ability to connect from home has encouraged them to work extended hours in the evening so as to avoid coming into work early the next morning.

EMPLOYEE CHILDCARE

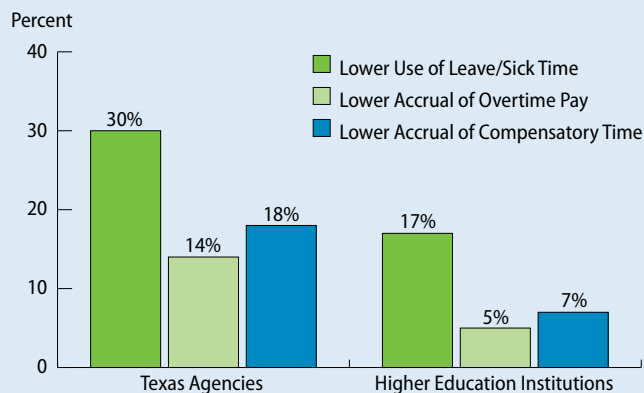
A 1996 report regarding federal employees on flextime arrangements found that mothers were more satisfied with available childcare options. This report encouraged the federal government to use flextime policies because they can help mothers arrange for childcare. Interestingly, the results of the federal survey also showed that “neither mothers nor fathers were helped in their balance of work and family by having a compressed schedule.”⁷⁵

The results of our survey were less conclusive. Not many respondents said they had received feedback from employees about changes in the availability or cost of childcare as a result of working an AWS schedule. It seems likely that most organizations simply are not tracking such information.

Twenty-nine percent of Texas agencies and 17 percent of higher education institutions, however, reported that flextime employees had benefited from an increased range of childcare options (**Exhibits 27 and 28**).

EXHIBIT 26

Accrual and Use of Leave/Sick, Overtime and Compensatory Time for AWS Employees



Source: Texas Comptroller of Public Accounts.

In general, local governments, agencies in other states and central HR agencies said they have not received employee feedback about childcare options. Four local governments, however, indicated that compressed workweeks have reduced their employees' childcare options.

EMPLOYEE TRANSPORTATION

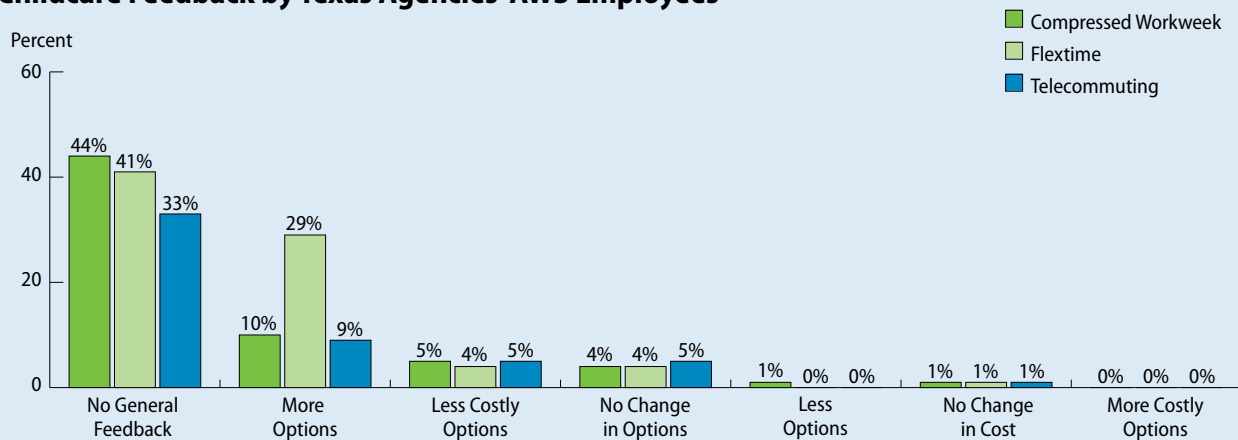
According to the Victoria Transport Policy Institute's *Online Transportation Demand Management manual*, AWS can be used to reduce employee commute times and fuel costs.⁷⁶ Such costs can be

reduced by eliminating one or more trips to work during the workweek or by travel at off-peak times.

The Texas Transportation Institute notes that moving workers' trips outside of peak travel periods reduces traffic congestion.⁷⁷ A 1994 study published by the California Air Resources Board (CARB) found that Los Angeles employees on a four-day schedule traveled 15 to 20 miles less per week than those on a regular work schedule.⁷⁸ Another study of government employees in the Philippines found that employees on a compressed workweek reduced

EXHIBIT 27

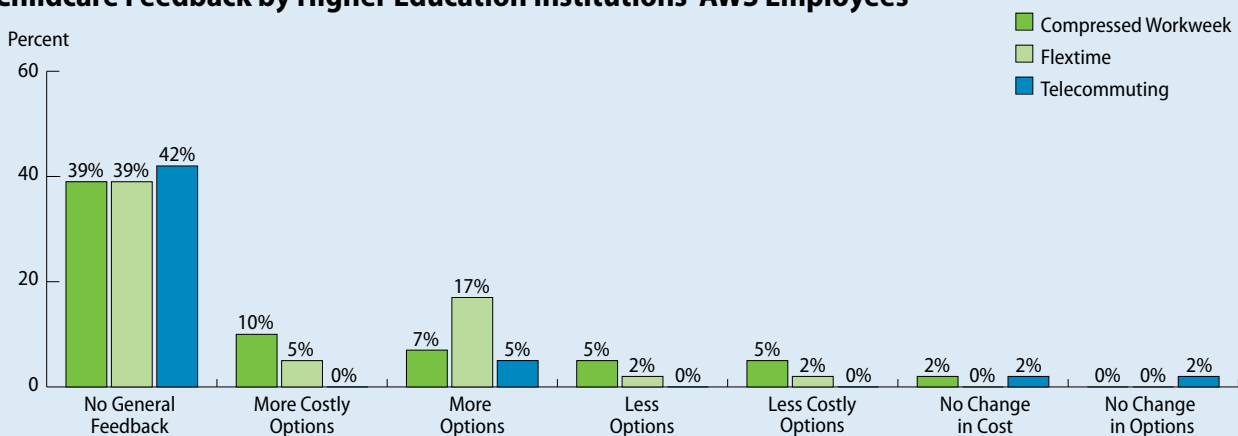
Childcare Feedback by Texas Agencies' AWS Employees



Source: Texas Comptroller of Public Accounts.

EXHIBIT 28

Childcare Feedback by Higher Education Institutions' AWS Employees



Source: Texas Comptroller of Public Accounts.

their commute time to work by 6 percent and their commute home from work by 9 percent.⁷⁹

In September 2006, the city of Houston implemented a two-week pilot program, “Flex in the City,” which asked business leaders to provide employees with AWS options to eliminate peak-time commutes. A travel-time analysis conducted by Brown and Gay Engineers Inc., city of Houston travel engineers and state transportation authorities found that the program reduced employee travel by 5.8 percent, and a survey of more than 1,400 employee participants found that 68 percent of them reported a much faster commute.⁸⁰

It should also be noted, however, that reduced work travel due to AWS could be partly offset by other trips made on time off, particularly when employees have an additional day during the workweek to engage in personal travel. CARB found potential increases in personal travel that somewhat offset the reduction in work travel from compressed workweeks.⁸¹ CARB also pointed out that a compressed workweek might eventually lead to more employee travel overall, because fewer trips to work could encourage them to accept longer commuting distances.⁸²

When gas prices peaked in summer 2008, a number of newspaper articles reported that governmental entities and businesses throughout the country contemplated a four-day workweek to alleviate the hardship soaring fuel prices imposed on their employees. For example, a 2008 *USA Today* article said that many employers’ consideration of a four-day workweek was a “sign of how deeply gas prices are cutting into employees’ pay and businesses’ bottom lines.”⁸³

Despite the media attention, survey responses indicated that fuel cost is not a dominant reason for Texas agencies and higher education institutions to establish AWS. Less than a fifth of responding agencies and institutions, for instance, reported gas prices as a reason for implementing a compressed workweek. An even lower percentage indicated that they established telecommuting or flextime because of gas prices. In contrast, more than half of all local government respondents indicated they established their compressed workweek because of gas prices.

While many respondents did not create AWS to help employees with fuel costs, a significant number have received employee feedback indicating that it has in fact cut both commuting times and fuel expenses.

In all, 44 percent of Texas responding state agencies and 39 percent of higher education institutions indicated that AWS has reduced employee commute time and expenses. More saw lower fuel costs from compressed workweeks and telecommuting than from flextime.

Local governments and non-Texas state agencies were more likely than Texas agencies and higher education institutions to report significant fuel savings. Sixty-three percent of the responding local governments and 47 percent of the non-Texas state agencies, for instance, indicated that employees on compressed schedules had cut their fuel expenses (**Exhibit 29**).

A respondent from Spokane County, Washington, indicated that a compressed workweek is an option certain public and private employers in their county offer to comply with the state-mandated Commute Trip Reduction program, while Virginia’s central HR agency reported that the state’s primary reason for establishing a compressed workweek was to alleviate traffic in the Richmond area.

Two private companies said reductions in commute time and fuel costs reduce stress on employees, and one said it offers telecommuting to ease employee fuel costs. In addition, two private respondents mentioned savings on auto insurance and toll costs.

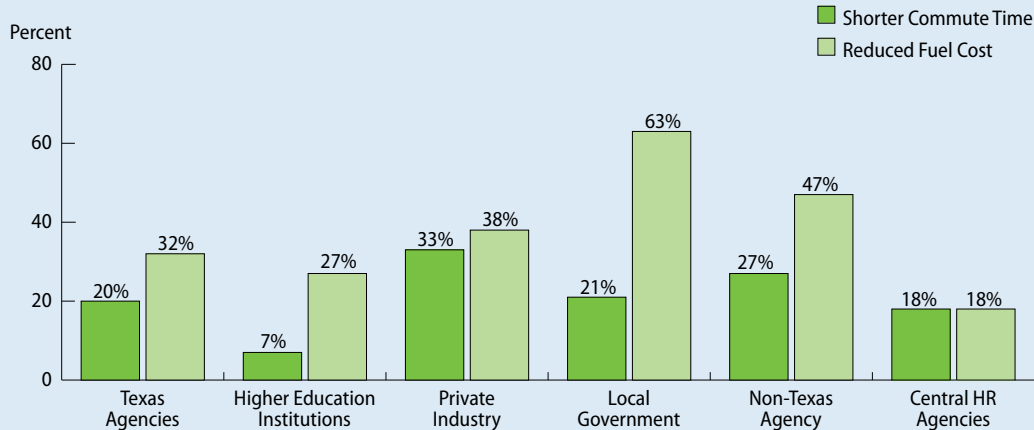
FLEET TRAVEL

Some respondents with compressed schedules have seen a decrease in their use of fleet vehicles. Utah reported a 3.1 million-mile reduction in fleet travel from fiscal 2008 to fiscal 2009, although it noted that not all of the reduction was due to compressed work schedules.⁸⁴ However, a performance audit by the Office of the Utah Legislative Auditor General disputed this, finding fleet travel over the period fell by only 2.6 million miles, and most of the reduction could not be attributed to the four-day workweek.⁸⁵

Clackamas County, Oregon, also found that its compressed workweek “seems to decrease the overall fleet fuel usage.”⁸⁶ One explanation could be that an individual working 10 hours a day can make more trips in a single day without needing to return to the fleet site.

Texas agencies and higher education institutions have over 27,000 vehicles under their management. The Texas Department of Transportation and the

EXHIBIT 29

Compressed Workweek Effects on Employees' Commute Times and Fuel Costs

Source: Texas Comptroller of Public Accounts.

Department of Public Safety are the two largest agency fleet operators. For higher education, the University of Texas at Austin and Texas A&M University are the two largest fleet operators.⁸⁷ To date, no study has been done on what effects AWS might have on the overall cost of agency or institution fleet operations. TxDOT's Abilene District, however, conducted an analysis of fuel savings when its 13 field offices moved to a four day workweek in 2008. From March 2008 through May 2008, the district reduced fuel usage by 4,899 gallons, a savings of \$17,929. The district also saw significant productivity increases in road maintenance operations.⁸⁸

ENVIRONMENTAL IMPACTS

The state of Utah reported a reduction of 10,040 metric tons of air emissions due to its 4/10 schedule, from utility savings and lower vehicle use.⁸⁹ A number of other states' laws encourage agencies and private businesses to establish AWS, citing environmental benefits.⁹⁰ In summer 2008, New Mexico Governor Bill Richardson issued Executive Order 2008-028, calling for state agencies to establish telecommuting and AWS programs with the goal of "reducing commute trips, reducing air pollution and greenhouse gases associated with fossil fuel combustion, and saving energy by reducing the consumption of gasoline."⁹¹

The environment has been a consideration for Texas agencies and higher education institutions as well.

Thirty percent of the responding Texas agencies established flextime because of the environment; 19 percent cited this reason for compressed workweeks, and 15 percent for telecommuting. The environment was a less-common reason for AWS in higher education.

CUSTOMER SERVICE

To help its customers become accustomed to the Utah state government's mandatory 4/10 schedule, the state established and advertised a hotline providing information on the new office hours. Utah said its total number of constituent phone calls concerning office hours fell over time, and points to an increase in public usage of its e-government system.⁹² According to an independent survey, most Utah residents said that the 4/10 schedule had no impact or a neutral impact on their lives; 9 percent said the impact was positive; and 12 percent said its impact was negative.⁹³

Even so, Utah had to make some adjustments to the 4/10 schedule due to customer service issues. According to a 2009 *Salt Lake Tribune* article, Division of Motor Vehicles (DMV) customers "in extreme cases... have waited nearly six hours to get a license.... The average wait at the West Valley office clocked in at about 2 hours and 20 minutes..."⁹⁴ The state Governor's Office is now keeping one additional DMV office open on Fridays at a cost of \$500,000 a year.⁹⁵

Most responding governmental entities reported both customer service benefits and drawbacks

from AWS. More Texas agencies reported positive customer results (roughly 30 percent) than negative (about 23 percent). Private companies' responses were more positive overall.

Evaluating Benefits and Challenges

Out of 79 responding Texas state agencies, 9 percent had evaluated the effectiveness of AWS with customer-oriented performance measures such as customer surveys, customer contact tracking and Web site traffic (**Exhibit 30**).

Several agencies and universities indicated they had not formally evaluated the effect of AWS on customer service, but relied on anecdotal accounts, or simply indicated that the effects are hard to gauge because the schedules are used so infrequently.

A higher percentage of the responding local governments track customer service than do Texas state agencies. Clackamas County, for example, contracted with a private research firm to conduct 400 telephone interviews of county residents concerning their opinions on a four-day workweek for county offices. The survey found that the majority of the public accepted the concept.

Challenges: Thirteen Texas state agencies and five higher education institutions attributed difficulties with customer service to AWS; eight agencies and four institutions saw problems with customer perceptions.

One of the main drawbacks cited by Texas state agencies is a lack of staff to assist customers. Some said AWS:

- creates situations in which customers try to contact employees who are not on duty;
- is not appropriate for job duties that require face-to-face customer service; and
- requires cross-training for employees to ensure that staff remain available to help customers.

These challenges are particularly keen for small agencies and those with limited customer service staff.

Only two private companies, however, indicated that AWS had produced negative effects on customer service. One said these effects were minor and lessened after initial implementation, because staff members carry cell phones to maintain their links with customers and each has a "backup" to talk to clients when he or she is not in the office.

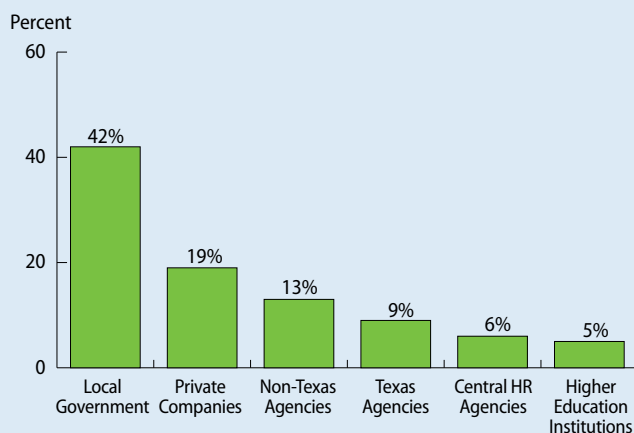
Generally, local governments encountered problems when an AWS was first implemented, after which customers gradually became accustomed to the new hours. For some local governments, however, service delays constitute a long-term problem. For example, when Clackamas County passed a declaration to close its offices on Friday, real estate associations and title companies petitioned the county because they were concerned about being unable to complete real estate transactions on that day. The County Clerk's Office met these objections by keeping its Recording Division open on Friday from 10 a.m. to 3 p.m. Other than this problem, the county reports only a few complaints from citizens who try to visit its offices on Friday.

Governmental entities and private companies both mentioned actions they take to ensure that AWS do not interfere with customer service. Several Texas state agencies said they only offer flextime, so they can provide customer service from 8 a.m. to 5 p.m. Other Texas agencies said they structure telecommuting in a way that maintains customer service.

Several central HR agencies also said their state agencies ensure that customers are not negatively affected, and that agency managers are responsible for ensuring that sufficient employees are present at peak times. One central HR agency reported that, on days of office closure, the media are used to help make the public aware of the fact.

EXHIBIT 30

Percentage of Respondents Using Customer Service Performance Measures



Source: Texas Comptroller of Public Accounts.

KPMG LLP, a professional services firm, said it believes AWS can help improve the quality and services provided to clients, but that “additional care must be taken by employees on an alternative schedule to... meet the expectations of their clients, managers, and teams.... The team lead must take responsibility to manage expectations and schedules to meet work deadlines.”

Benefits: Almost 19 percent of responding Texas agencies and about 10 percent of higher education institutions reported better customer service after adopting AWS. Nearly a third of responding local governments claimed customer-service benefits. According to one city on a four-day workweek, a good e-government system lessens the need for immediate in-person service.

Private companies reported the greatest customer-service benefits, with 38 percent providing only positive customer-service comments. Some private companies not surveyed have expanded their AWS to meet customer needs; several local retailers in Florence, Alabama, for instance, no longer open at 8 a.m., but stay open later so customers can conduct their business after work hours.⁹⁶

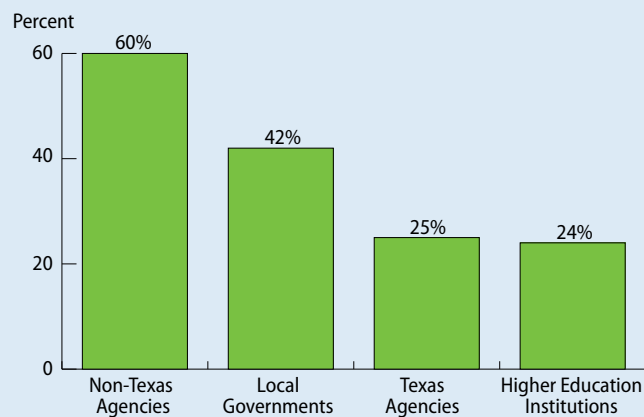
Proponents of AWS claim offices can stay open longer during the day to better serve customers. This is not a benefit that survey respondents generally reported, however. Many of the responding governmental entities indicated that AWS did not lead them to extend their office hours, although

non-Texas state agencies and local governments were more likely to do so than Texas agencies and higher education institutions (**Exhibit 31**).

Of the Texas organizations that did extend their office hours, 12 agencies and four higher education institutions said customers took advantage of the extended hours moderately to extensively (**Exhibit 32**). One agency said extended office hours allow customers “[to be] reached on the phone when it is more convenient for them...sometimes in the evenings.”

EXHIBIT 31

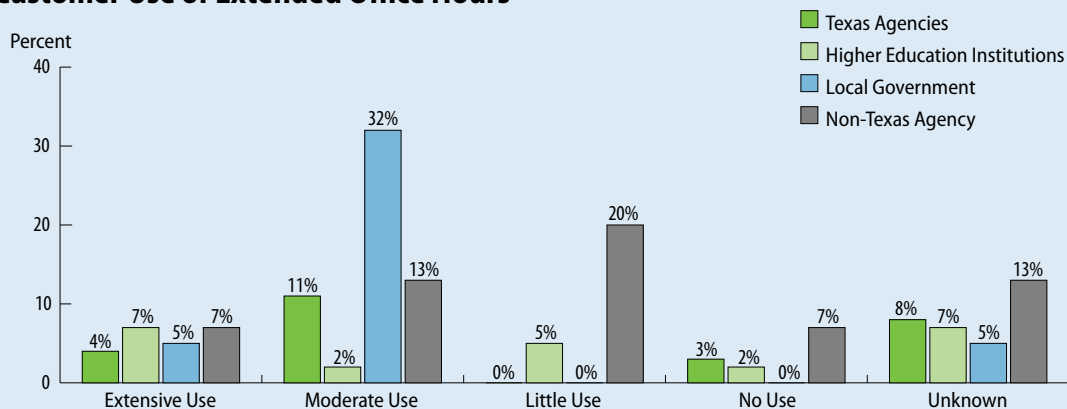
Extended Office Hours Under a Compressed Workweek



Source: Texas Comptroller of Public Accounts.

EXHIBIT 32

Customer Use of Extended Office Hours



Source: Texas Comptroller of Public Accounts.

VI.

Utility Costs

Proponents of four-day workweeks often claim they can reduce energy consumption. In most cases, this is achieved by closing buildings for an additional day during the normal workweek.

In 2008, Utah established a mandatory four-day workweek pilot program and estimated it could save \$3 million on utility costs in a year. The program sought to have employees in most state buildings work from 7 a.m. to 6 p.m. Monday through Thursday, to realize maximum energy savings.⁹⁷

By the end of the pilot period, however, Utah had realized just \$502,000 in utility savings, well short of the original estimate.⁹⁸ Utah's original estimate assumed savings would come from 900 buildings on a four-day workweek but later found that the "majority of impact would be found in 101 of these buildings [because they] house 80 to 90 percent of the state employees that moved to a Friday-off schedule." The remaining buildings were used only seasonally or were already closed on Fridays prior to the initiative.⁹⁹

Utah's final report on its pilot program attributed the savings shortfall to falling energy rates over the course of the program, and the fact that the number and size of buildings that could be closed fell short of the original goal.¹⁰⁰ Utah's experience highlights some of the factors that should be considered when closing facilities to generate utility savings.

It should be noted, however, a performance audit conducted by the Utah Legislative Auditor General reported that much of the energy savings during the pilot were a result of other factors. The audit stated that while "the creation of core hours and the improved system controls coincided with the change to a four-day workweek, these improvements could have occurred without the change in work schedule."¹⁰¹

Most of the responding non-Texas state agencies, central HR agencies and private companies indicated that their AWS resulted in no change to their utility costs. Four non-Texas agencies and two

companies, however, reported moderate utility savings as a result of an AWS.

An agency in Colorado commented that it has seen some savings from a compressed workweek schedule because they partly shut down their heating and air conditioning systems for three days, but this kind of shutdown schedule was not the norm among the responding non-Texas agencies. At 58 percent, local governments had the highest percent of respondents indicating a decrease in utility costs from a compressed workweek.

A small number of Texas higher education institutions mentioned reduced utility costs, including savings from a compressed workweek schedule used in the summer months. Some Midwestern State University (MSU) departments follow a four-day schedule in the summer. According to the university, this schedule begins in mid-May and ends in mid-August, with office hours for the affected departments running from 7 a.m. to 6 p.m., Monday through Thursday. To realize utility savings, MSU sets its campus building temperatures at 76 to 78 degrees Fahrenheit during working hours and then at 80 to 85 degrees Fahrenheit after work hours and on weekends. The campus does leave some buildings on what they refer to as the "regular seven-day schedule" but other buildings are shut down on Thursday evening and do not power up fully until the next Monday.¹⁰²

At least three other higher education respondents said they have had or are considering establishing a summer four-day schedule to realize utility savings.

More respondents may not be reporting savings on utility bills simply because they are not tracking the effects of AWS on energy consumption. Only one Texas state agency indicated that it uses utility bills to evaluate the effectiveness of its AWS, and said it has seen no changes in its utility costs. Similarly, just two agencies in other states, one private company and none of the central HR agencies said they use utility bills to gauge the effectiveness of AWS. In

contrast, six of the 11 local governments that track the effectiveness of their compressed workweek schedules use utility bills as a performance measure.

Careful consideration must be given to the benefits and drawbacks of closing facilities for a day in the regular workweek to realize utility savings. The organization first must consider whether any loss of customer service that could result is worth the savings that might be achieved. In addition, facility characteristics can limit energy savings.

Interestingly, some similarly sized organizations have generated markedly different savings from such programs. The city of Margate, Florida, with 56,000 residents, reported energy savings of \$750,000 in a year from a four-day workweek. By contrast, the city manager of Coconut Creek, Florida, a city adjacent to Margate with 50,000 residents, has said the city did not realize a major savings from a four-day workweek because "...air conditioning [is running] 40 hours a week and employees are still driving [fleet vehicles] 10 hours a day."¹⁰³

BUILDING OPERATIONS IN TEXAS FACILITIES

Some Texas agencies and higher education institutions manage and own their buildings, while others are owned and managed by the Texas Facilities Commission (TFC). Office buildings in TFC's inventory range from 7,485 square feet to 482,584 square feet.¹⁰⁴

The nature of operations and services provided in these buildings must be given careful consideration in any decision to alter operating hours. For example, state-owned prisons and hospital buildings operate on a 24/7 schedule. Even if facilities close down an additional day a week, under current operations they would run at 70 to 80 percent of their normal workday load during non-work hours, in part because of heating, ventilation and cooling (HVAC) systems and data centers that stay in operation all of the time.¹⁰⁵

The controllability and location of HVAC systems also can create obstacles to utility savings. A central plant provides HVAC to a number of buildings in the Austin Capitol Complex; moving one of those buildings to a four-day schedule might result in some utility savings, but the central plant will remain in operation to provide the other facilities with HVAC. To realize maximum savings from a

four-day schedule, *all* of the agencies in facilities serviced by the central plant would have to coordinate their operations to close on the same additional day.

A&M Study

In 2003, researchers at Texas A&M University's Energy Systems Laboratory studied three different universities in the Texas A&M system to estimate the utility savings that could be realized if they switched to a four-day workweek in the summer. The three universities' typical five-day work schedule was modified to a 4/10 schedule during the summer months, with some facilities closed on Fridays. The study used weekend and holiday electricity usage as a substitute for the electricity used in a facility closed on Fridays. It then determined the "activity-related consumption" that would result from employees being in the office for ten-hour days, and deducted it from the estimated savings. The study found that the saving potential from the 4/10 schedule amounted to just 0.32 percent to 1.53 percent of each university's annual electric bill.¹⁰⁶

COMPTROLLER ESTIMATE OF UTILITY SAVINGS

To determine the energy usage difference between current operations and a four-day workweek, the review team selected a sample of seven state office buildings in the Austin area, and analyzed data provided by the Austin Energy Load Profiler, a program provided by Austin Energy that allows for hourly and daily tracking of electricity usage. Load Profiler tracks both kilowatt-hours (kWh), a measurement of the amount of energy a building uses, and kilowatts (KW), which measure the peak capacity a building requires. Both components are used in determining a building's electric utility bill.

The seven buildings were selected for this analysis based on the availability of information from the Load Profiler and the type of HVAC control system used in each building. The buildings in the sample use either one or a combination of two different types of HVAC control systems: pneumatic and direct digital control (DDC). DDC systems provide greater control and efficiency than older pneumatic systems.

The sample buildings represent seven of the 35 buildings in TFC's inventory in the Austin area, but make up almost half of the inventory's usable square footage. The buildings house a number of agencies and provide a variety of services for Texas

citizens. Agencies using these buildings include the Texas Comptroller of Public Accounts, the Texas Department of Agriculture, the Office of the Attorney General, the General Land Office, the Texas Department of Licensing and Regulation and state health and human services agencies (**Exhibit 33**).¹⁰⁷

State Buildings in Other Areas of Texas

Again, the estimates in this report are based on buildings in Austin because of the availability of electricity usage information and due to the concentration of state facilities in this area. As seen in the survey responses and the Texas A&M University study, facilities in different regions of Texas are seeing some utility savings from certain types of compressed schedules. Performing a statewide estimate of savings would be difficult because daily utility usage in the multitude of buildings occupied by state agencies and higher education institutions is not tracked centrally.

Methodology

Our estimate methodology is very similar to that used in A&M's study. Electricity usage under the four-day workweek scenario was determined by "shifting" Saturday usage amounts to the previous Friday for all weeks that did not contain a holiday. This approach thus uses current Saturday usage as a substitute for anticipated Friday usage under the four-day scenario.

The additional consumption that could result from employees working longer days during a four-day week was calculated by selecting a normal workday for each month in 2009. The data for each building from these 12 "normal" workdays then were used to compare kWh usage between the hours of 7 a.m. to 8 a.m. and 8 a.m. to 9 a.m., as well as between 4 p.m. to 5 p.m. and 5 p.m. to 6 p.m. The difference in usage was added and averaged over the year. This average additional daily consumption then was multiplied by the calculated number of working days in a year (205), yielding the amount of estimated additional yearly consumption for each building.

The estimated yearly kWh consumption under the four-day workweek scenario and the calculated additional consumption from longer working days (based on 2009 usages) were subtracted from each building's actual yearly kWh consumption totals for 2006 through 2009. The corresponding savings for each year are reported as kWh savings and as a percentage of the actual yearly consumption totals. The savings

were averaged over the four years to provide an estimated annual savings from four-day workweeks for each building.

Estimated Savings

We estimate that each of the seven buildings studied could realize average yearly kWh savings of 1.2 percent to 3.05 percent on a 4/10 schedule (**Exhibit 34**).¹⁰⁸ The estimated aggregate savings from a four-day schedule for all seven buildings totaled 1,389,457 kWh, which translates to an annual savings of **\$65,624**, based on the current Austin Energy rate (1.07 cents/kWh) and fuel charge (3.653 cents/kWh).¹⁰⁹

Austin Energy's kWh rate has not changed since 2006, and the fuel charge has fluctuated only slightly, from a low of 3.044 cents/kWh to a high of 3.653 cents/kWh.¹¹⁰ We determined that the third component in the building electric utility bill, the KW peak charge, would not be affected because monthly peak days are primarily on Tuesday, Wednesday or Thursday. It also should be remembered that while an office building's electricity usage is its largest utility cost driver, it also incurs utility costs for water/wastewater and natural gas. It is possible that some additional savings could be realized from reduced water/wastewater and natural gas usage under the four-day schedule.

Environmental Benefits

According to the Texas A&M Energy Systems Laboratory's (ESL's) emissions calculator, an estimated 1,389,457 kWh reduction in electricity use would result in a reduction of 1,788,379 pounds of carbon dioxide (CO₂), 2,257 pounds of nitrogen oxide (NO_x) and 1,249 pounds of sulfur oxide (SO_x).¹¹¹ Using information from the Environmental Protection Agency's (EPA's) Emissions and Generation Resource Integrated Database system, ESL's emissions calculator considers the geographic location of the electricity use (in this case, Travis County) and determines emissions reductions based on the energy providers' mix of generation fuels. According to EPA's greenhouse gas equivalency calculator, the CO₂ reduction from a four-day schedule for these seven buildings would be equivalent to the yearly emissions from 155 passenger vehicles.¹¹²

Assumptions

These estimates are based on a number of assumptions. If a four-day workweek was initiated in any of the buildings analyzed, savings could change if

EXHIBIT 33

Sample Texas State Office Buildings

Building Name	Usable Square Footage	Occupying Agencies	Total FTEs Within Building
William B. Travis	379,982	Railroad Commission Texas Education Agency Office of Public Utility Counsel Public Utilities Commission Commission on Fire Protection Texas Veteran's Commission Texas Facilities Commission	1,529
Stephen F. Austin	307,865	Comptroller of Public Accounts General Land Office Texas Department of Rural Affairs Texas Veteran's Commission Texas Department of Agriculture Texas Water Development Board Office of the State Demographer Texas Historical Commission	1,706
Lyndon B. Johnson	220,980	Comptroller of Public Accounts	1,444
Robert E. Johnson	244,382	Legislative Council Legislative Budget Board Texas Senate Sunset Advisory Commission State Auditor's Office Department of Public Safety	848
William P. Clements	374,091	Office of the Attorney General State Commission on Judicial Conduct Department of Information Resources State Pension Review Board Texas Public Finance Authority Texas Bond Review Board State Office of Administrative Hearings Commission on Jail Standards State Office of Risk Management Texas Facilities Commission	1,459
John H. Winters	364,200	Health & Human Services Commission Department of Family and Protective Services Department of State Health Services Department of Aging and Disability Services	1,999
E.O. Thompson	39,574	Texas Department of Licensing and Regulation Texas Commission on the Arts Fire Fighter's Pension Commissioner	241
Total	1,931,074	37 Agencies	9,226

Source: Texas Facilities Commission.

EXHIBIT 34

Summary of Estimated Yearly Electric Utility Savings from Four-Day Workweek

Office Building	Annual Est. kWh Savings	Annual Est. kWh Percentage Reduction	Annual Est. Cost Savings**
William B. Travis*	268,111.46	3.05%	\$12,662.90
Stephen F. Austin*	324,928.82	1.79%	\$15,346.39
Lyndon B. Johnson*	142,841.17	1.77%	\$6,746.39
William P. Clements	258,159.38	1.85%	\$12,192.87
John H. Winters	256,259.77	1.46%	\$12,103.15
E.O. Thompson	34,719.18	1.40%	\$1,639.79
Robert E. Johnson	104,437.81	1.22%	\$4,932.60
Annual Total Est kWh Savings	1,389,457.59		\$65,624.08

* Heating and cooling utility usage for the SFA, LBJ and WBT office buildings is reflected in the meter for the SFA office building. The estimated savings reflected above assume that all three buildings would be operating on a four-day schedule.

** Determined by applying the annual estimated kWh savings to the Austin Energy kWh rate (1.07 cents/kWh) and fuel charge (3.653 cents/kWh).

Sources: Texas Comptroller of Public Accounts and Austin Energy Load Profiler.

the schedule was structured contrary to any of these assumptions:

- under the four-day scenario, Friday usage would be the same as Saturday usage because all employees would be working ten-hour days, Monday-Thursday, and electricity use would ramp down on Fridays as it now does on Saturdays.
- employees on a four-day schedule would work an additional two hours per day, resulting in additional consumption that would offset a portion of the electricity savings.
- the four-day workweek would affect only kWh totals and would not contribute to any change in monthly peak usage, as peak days during the month fall primarily on Tuesday, Wednesday or Thursday. For this reason, amounts used to calculate the peak KW charge should not be affected by the shift to a four-day workweek.
- if a holiday falls within a workweek, employees would work all remaining non-holiday days, even if they do not usually work that day of the week

(i.e. a workweek with a Monday holiday would shift to a Tuesday-through-Friday schedule). Therefore, Saturday usage amounts are not shifted onto Friday for weeks containing a holiday.

Analysis of Estimated Savings

The estimated savings from a four-day workweek are negligible for a variety of reasons. As the Texas A&M study pointed out, “potential energy savings are mainly dependent on the activity level of week-end...as compared to normal working days.”¹¹³

The buildings we analyzed still maintain significant operations when they are not occupied. According to the TFC, HVAC systems still operate at 40 to 50 percent of normal workday capacity in office areas, restrooms and other areas when a building is unoccupied. Lighting in the office space itself still operates at 20 to 25 percent of capacity when the buildings are unoccupied. Certain buildings also contain data centers that require around-the-clock lighting and HVAC that cannot be shut down even if workers are not present.¹¹⁴

VII. The Future of AWS

Federal, state and local governments continue to pursue AWS options. The following outlines some proposed schedules; Texas plans for future AWS; and examples of innovative AWS currently used in the private sector.

FEDERAL PROPOSALS

Members of Congress continue to file legislation involving workplace flexibility. In 2007 and 2008, Representative Carolyn Maloney introduced the Working Families Flexibility Act, which would have given employees the right to request flexible work options.¹¹⁵ In June 2009, Representative Melissa Bean introduced H.R. 2826, the Family Work Flexibility Act, which would provide employers with a tax credit for any equipment purchased for employees that telecommute at least 20 hours per week.¹¹⁶ Neither proposal has become law.

STATE PROPOSALS

Legislators in several states have advocated programs similar to the Utah 4/10 initiative, but to date no state has created a program as broad as Utah's. Legislation proposed in Nevada in February 2010 would have moved most state employees to a four-day schedule. Nevada Governor Jim Gibbons, however, who originally proposed the idea as a savings measure, vetoed the legislation because of concerns over the structure and requirements of the final bill.¹¹⁷ Shortly after vetoing the legislation, Governor Gibbons issued an executive order directing agencies to submit a plan for establishing "innovative work schedules," including a 4/10 schedule, to "improve efficiency, decrease costs to the state and to employees and to improve employee morale."¹¹⁸

As of March 18, 2010, a bill before the Iowa General Assembly would provide "for the development and operation of programs to promote job sharing, telecommuting, and flex-time opportunities for employment within the executive branch."¹¹⁹ A 2009 efficiency report commissioned by Iowa Governor Chet Culver touts some of the benefits Utah has seen as justification for its 4/10 program.¹²⁰

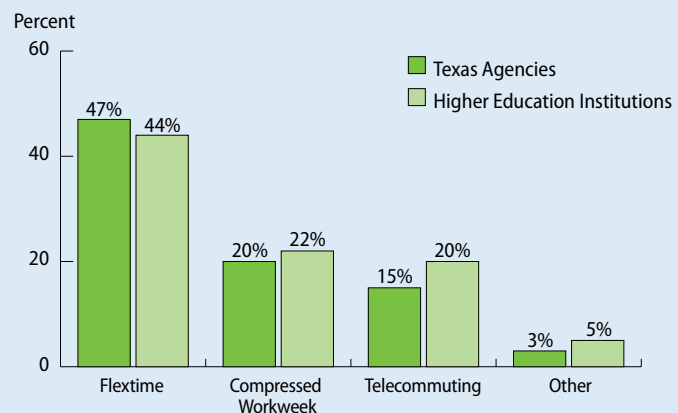
The Virginia Department of Human Resource Management indicated that a small number of agencies in their state close down one day a week. In October 2009, the Virginia governor implemented a 4/10 pilot program to see if the schedule can generate savings, but still allow for the same level of customer service. The agencies in the pilot include the Virginia Department of Forestry, which closes all offices one day during the regular workweek, and the Charlottesville branch offices of various other agencies including the Department of Agriculture and Consumer Services, Department of Conservation and Recreation and the Department of Environmental Quality.¹²¹

AWS IN TEXAS GOVERNMENT

Most Texas state agencies and higher education institutions said flextime has had the most growth over the last five years, with compressed workweek schedules second and telecommuting seeing the least growth (**Exhibit 35**).

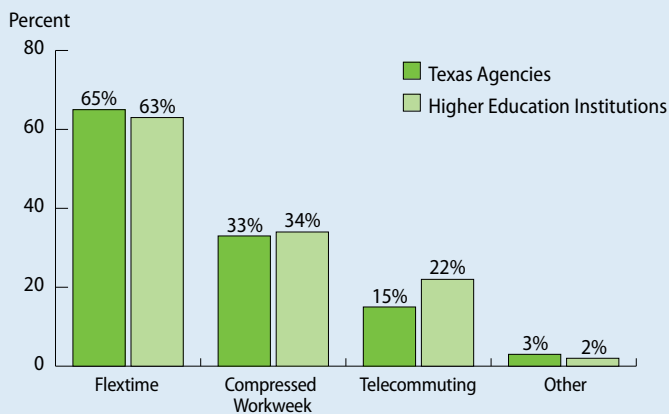
Responding Texas agencies and higher education institutions felt flextime was the most successful AWS, with compressed workweeks again ranked second (**Exhibit 36**). Two universities said that all three

EXHIBIT 35
AWS Growth in the Last Five Years



Source: Texas Comptroller of Public Accounts.

EXHIBIT 36
Most Successful AWS Schedules



Source: Texas Comptroller of Public Accounts.

schedules are successful because they help increase employee satisfaction by providing alternatives that appeal to different individuals and address different organizational needs.

Several Texas agencies said the flextime schedule is fairly easy to integrate into the office, providing staff flexibility while allowing offices to remain staffed five days a week. One higher education institution commented that flextime is most popular with its employees, but managers generally are resistant to four-day schedules.

ON THE HORIZON

Sixty-two Texas agencies and 34 institutions of higher education said they have no plans to introduce new AWS. Some Texas agencies did express the desire to expand AWS, and one agency commented that it “would love to explore a mandatory four day week;” others, however, said a 4/10 schedule would be impossible for them.

The Texas Youth Commission said “our facilities are operational 24 hours a day, 7 days a week.... There is latitude to flex the work hours within the workday, but to do so would be cost prohibitive and negatively impact the continuity of supervision.” In considering the benefits and challenges of mandatory four-day schedules, Terri Loeffler of the General Land Office commented that:

...compressed work weeks would be easier in some ways to manage if it was

implemented for everyone (or at least for an entire office unit). However, we can foresee that mandatory four-day work weeks could cause significant problems for some employees needing child care.... the public may also react negatively to the any state office being closed for any part of the regular work day...[and] some employees would not be productive for 10 hours a day, while others would thrive.

Only six agencies and four institutions mentioned plans to introduce new schedules. One agency is considering flextime, two universities are considering a compressed workweek and the University of Texas at Austin is considering a “flex year” in which staff members would work less than 12 months but be paid over a 12-month period.

Both the Public Utility Commission and the Department of Assistive and Rehabilitative Services are working to introduce telecommuting, and one university is considering it. The Texas State Board of Podiatric Medical Examiners commented that, because of a hiring freeze prompted by the requested 5 percent agency budget reduction, it is allowing the executive director flextime because he will be handling the majority of the extra work hours. The Texas Youth Commission would like to allow its correctional staff to work four 12-hour days on an eight-day work cycle, but its current timekeeping system will not support such schedules without modifications that would have significant costs and competing priorities. In addition, the Texas Department of Transportation expressed a general interest in expanding the availability of different work schedules.

PRIVATE INDUSTRY INNOVATION

Private industry has pioneered AWS since the Mobil and Gulf oil companies began using them in 1940.¹²² Our survey asked private-industry respondents if their organizations have any innovative work schedules. A third of the respondents indicated they have an innovative AWS, and all but one of those companies implemented the schedules to help them recruit and retain employees. Some of these schedules include seasonal employment, part-time work and job sharing.

Ryan Inc., a professional tax services firm, has the “myRyan” program that allows most employees to set their own schedules. These schedules can vary from day to day to accommodate projects or workloads. The program focuses on employee output rather than the

amount of hours worked. Ryan reports that its customer satisfaction scores are “at an all-time high.”¹²³

Deloitte, an international accounting and consulting firm, provides a similar schedule option for its employees called Mass Career Customization (MCC). MCC takes into account the fact that an employee’s level of contribution in the work place may change over the course of their career by allowing each employee to “customize the pace, level, role and location with which they desire to work.” According to a 2009 *Time* magazine article, MCC allows Deloitte’s employees, during biennial employee evaluations, to request to “do more or less [company related] travel or client service.”¹²⁴ Deloitte indicated that this

model was developed to respond to career-life issues commonly cited by the company’s female employees, but was extended to all once research showed that career-life fit was a universal issue. Both Deloitte and Ryan, Inc. reported that the majority of their employees work on one of their innovative schedules.

Pannell Kerr Forster of Texas, P.C. (PKF-Texas) stated that its employees can propose an AWS; if it is approved, the schedule is tested for 90 days and continued if it proves successful. Fewer than 25 percent of PKF’s employees are on these schedules, however. The company reported that offering these work arrangements helps to retain good employees, and “good employees serve our clients better.”¹²⁵

VIII. Conclusions

Any effort to establish and encourage further workplace flexibility at Texas agencies and higher education institutions should be undertaken with one main consideration in mind: maintaining or improving current levels of customer service to Texas citizens. A careful balance must be struck between the potential benefits for state employees and the critical services that they provide.

CLOSING FOR AN EXTRA WORKDAY

Only a handful of Texas agencies and higher education institutions close for one day during the regular workweek, and these entities close only certain divisions or departments. As seen in Utah's experience, the benefits of such moves are not particularly large. Utah's final report on its pilot program stated that while the schedule probably contributed a large portion of the overtime savings, other factors such as agency budget reductions could have affected overtime accrual as well.¹²⁶ Additionally, the performance audit of the program went so far as to say that "savings attributed to the Working 4 Utah Initiative have been overstated," and they suggest that overall savings as a direct result of the program was under \$1 million.¹²⁷

Our survey results found that only 14 percent of Texas agencies with AWS reported that participating employees accrued lower amounts of overtime; 18 percent reported lower accrual of compensatory time. Whether more Texas agencies would see lower overtime accrual rates if they offered broader AWS programs is an open question.

Based on our estimate of 1.2 percent to 3.05 percent in yearly electricity savings from seven state office buildings on a 4/10 schedule, the potential utility savings from shutting offices down one day each week would be minimal unless the buildings no longer operate at a significant level when closed.

AWS BENEFITS RETENTION MORE THAN BUDGETS

A number of entities and news outlets have touted compressed workweeks in particular as a way to save

money. Our survey responses, however, indicate that savings are the least-common reason Texas state agencies cite for creating AWS, and while some organizations have in fact seen savings, others' savings projections have fallen short.

The most common reason respondents cited for establishing AWS is employee retention. Obviously, retaining satisfied and seasoned employees can generate savings on recruitment and employee training as well as from increased efficiency, although such savings can be difficult to quantify. According to the Texas State Auditor's Office, turnover can "negatively affect the organization's business operations" because of a loss of "high-performing, highly skilled, and experienced employees." Note, however, that the state's total employee turnover rate was at a five-year low in 2009.¹²⁸

FLEXTIME MORE BENEFICIAL THAN COMPRESSED WORKWEEK

According to the responding Texas state agencies and institutions of higher education, flextime has seen the most growth over the last five years and has been the most successful AWS.

A 1999 study reported in the *Journal of Applied Psychology* found that while both flextime and compressed workweeks can improve job satisfaction, compressed schedules do not increase productivity or decrease absenteeism. The study also noted that more flexible programs can pose problems because gains "...may be offset by the extra control required to monitor the number of hours worked by the employee [and employees] cannot communicate and/or cooperate with other employees because they are not at work during the same time period."¹²⁹

Therefore, while the use of flextime at Texas agencies and higher education could be beneficial, structured arrangements may be more effective. The following options demonstrate the varying degrees of flexibility that can exist under a flextime schedule:

- *flexitour*: employees can select an arrival and departure time within a flexible band, but once selected they become the employees' regular work schedules.
- *gliding schedule*: employees can vary their daily arrival and departure times within an established flexible band.
- *variable-day schedule*: employees can vary the number of hours they work each day as long as they work 40 hours a week.
- *variable-week schedule*: employees can vary the length of their workweek as well as their workday.
- *maxiflex schedule*: employees can vary the number of hours they work each day and the number of days they work each week.¹³⁰

The flexitour and gliding schedules could provide state employees with a degree of flexibility while still maintaining enough structure to ensure that the time and effort needed to monitor employees on these schedules does not outweigh the benefits. Due to office coverage issues and a need to provide essential services, the variable-day schedule, variable-week schedule and maxiflex schedule might be effective only in limited and very specific circumstances.

TRACKING OUTCOMES

Texas agencies and higher education institutions could benefit from more formal tracking of AWS outcomes. Tracking the number of employees on AWS and how their schedules affect a variety of operational issues could give agencies a more comprehensive view of benefits and drawbacks to consider when deciding to continue or expand AWS.

Establishing a baseline for AWS outcomes and determining appropriate metrics for tracking AWS benefits and challenges would help organizations gauge the success of their programs.

While not comprehensive, the following list provides some elements that should be tracked to help determine the effectiveness of an AWS:

1. customer contact and satisfaction
2. employee recruitment
3. employee retention
4. employee satisfaction
5. use of employee leave, sick leave and holiday time
6. employee accrual of overtime and compensatory time

7. utility costs
8. fleet travel usage
9. employee commute times and travel costs
10. availability and cost of childcare options for employees
11. impact on managers and supervisors

Agencies can use quantitative measurements to track some of these elements, such as employee use of vacation and sick leave and utility costs. Qualitative metrics, such as the availability and cost of childcare options and employee satisfaction, could be determined through employee surveys. Identifying differences in customer contact and customer satisfaction before and after implementation of an AWS could help an agency determine what effect it has on service delivery.

MANAGER AND SUPERVISOR SUPPORT AND TRAINING

The success of any AWS program depends in large part on the acceptance and encouragement of managers and supervisors.

A representative from a company said that they received "some pushback [from managers] because they are having to learn a new way of managing people." Since managers and supervisors will be called upon to adjust employee schedules to enhance the benefits of AWS and minimize its drawbacks, training and support for them before the establishment of AWS will help guarantee its success.

Members of each of the surveyed groups cited issues concerning managers and supervisors. These included a lack of clearly articulated performance measures; reduced interaction between employees and their supervisors; and an inability to locate employees when needed. The survey also indicated that the majority of Texas agencies and higher education institutions with AWS do not provide formal training on the program to managers and supervisors.

Such problems could be addressed with formal AWS procedures and appropriate training, which would be beneficial not just for the employees working AWS, but also for the managers and supervisors that oversee them.

IMPLEMENTING AWS

The survey indicated that a majority of the responding governmental and private entities with AWS did not conduct a formal feasibility study before implementing it. Yet considering certain issues before

AWS implementation makes success more likely and can help mitigate any problems before they arise.

Drawing on survey responses as well as recommendations from other reports, the following steps should be considered before implementing any AWS:¹³¹

1. analyze pertinent contracts and federal and state laws that apply to the agency or institution.
2. determine the purpose(s) of the AWS.
3. assess the level of support in the agency (from managers and employees alike).
4. assess the level of customer support for the AWS.
5. set goals and metrics for the AWS to help evaluate its success.
6. establish recordkeeping and reporting procedures.
7. establish a structure and limits for the program, determining affected divisions and considering whether to set core hours during which employees must be present.
8. establish who will be able to participate in the AWS, identifying any positions that should not be allowed to participate, or exempting key positions if the AWS is mandatory.
9. identify potential benefits and drawbacks for —
 - a. customer service: consider if current customer interaction would be diminished by the schedule, and whether this can be supplemented with e-government.
 - b. managers and supervisors.
 - c. employee recruitment, retention and satisfaction.
10. designate an AWS “point person” within the organization to act as an AWS resource.
11. create written AWS policies that —
 - a. define the available AWS options;
 - b. outline any requirements for office coverage (including minimum staffing levels);
 - c. identify procedures for requesting an AWS;
 - d. identify eligibility requirements;
 - e. specify how holidays, leave and sick time will be handled for AWS employees, and how overtime and compensatory time will be accrued;
 - f. outline a process for suspending or eliminating an employee’s AWS; and
 - g. clearly identify employee and manager responsibilities.
12. Conduct a trial period before fully implementing an AWS —
 - a. track AWS metrics throughout the trial period; and
 - b. analyze potential benefits and drawbacks experienced.

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- ¹²¹ Virginia Department of Forestry, "VDof Shifts to 4-Day Work Week: Offices Will Be Closed on Fridays," October 7, 2009, http://www.dof.virginia.gov/press/nr/2009/2009-10-07_work-week.htm. (Last visited March 17, 2010.)
- ¹²² Don Hellriegel, "The Four-Day Workweek: a Review and Assessment," p. 40.
- ¹²³ E-mail communication from Delta Emerson, Vice President, Chief Officer, Organizational Development, Ryan Inc., May 5, 2010.
- ¹²⁴ Fitzpatrick, Laura. "We're Getting Off the Ladder" Time, May 14th, 2009. http://www.time.com/time/specials/packages/article/0,28804,1898024_1898023_1898076,00.html. (Last visited April 22, 2010.)
- ¹²⁵ E-mail communication from Annabella Green, Director, Human Capital and Firm Administration, Pannell Kerr Forster of Texas, March 26, 2010.
- ¹²⁶ Working 4 Utah Initiative, *Working 4 Utah: Initiative Performance Report, Final*, pp. 4 and 17.
- ¹²⁷ Office of the Utah Legislative Auditor General, *A Performance Audit of the Working 4 Utah Initiative*, p. 37.
- ¹²⁸ Texas State Auditor's Office, *An Annual Report on Classified Employee Turnover for Fiscal Year 2009* (Austin, Texas, December 2009), p. ii, <http://www.sao.state.tx.us/reports/main/10-702.pdf>. (Last visited April 16, 2010.)
- ¹²⁹ B.B. Baltes, T.E. Briggs, J.W. Huff, J.A. Wright and G.A. Neuman, "Flexible and Compressed Workweek Schedules: A Meta-analysis of Their Effects on Work-Related Criteria," *Journal of Applied Psychology* (2009), pp. 496-513.
- ¹³⁰ U.S. General Accounting Office, *Alternative Work Schedules: Many Agencies Do Not Allow Employees the Full Flexibility Permitted by Law*, pp. 7-8.
- ¹³¹ For a more detailed implementation guide, see Urban & Transportation Consulting, *Variable Work Hours: An Implementation Guide for Employers* (Denver, Colorado, March 1999), <http://www.vtapi.org/vwh.pdf>. (Last visited March 17, 2010.)

APPENDIX A

2009 Texas Legislature, General Appropriations Act, Rider 15

Four-Day Work Week Study. (a) From funds appropriated above the Comptroller of Public Accounts shall conduct a study on the establishment of a four-day, forty-hour work week for state employees. In conducting the study, the Comptroller shall consider: (1) the experience of other jurisdictions that have instituted a four-day work week; (2) expansion of existing variable work schedule options for state employees; (3) potential environmental, financial, and health benefits of establishing a four-day work week; and (4) any other information that the Comptroller determines is necessary. At the Comptroller's request, a state agency shall provide information and assistance in conducting the study. Not later than December 10, 2010, the Comptroller shall report the results of the study to the members and members-elect of the 82nd Legislature.

APPENDIX B

Acknowledgements

Morris Arnold

*Chair
State Agency Coordinating Committee
Human Resources Subcommittee*

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*President
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Facilities & Energy Management
Texas Facilities Commission*

Dr. Daniel Turner

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Texas A&M Energy Systems Laboratory*

Brian White

*Chair
Mid-Sized Agency Coordinating Counsel*

APPENDIX C

Survey Respondents

Texas Agencies

Adjutant General's Department
 Board of Law Examiners
 Commission on State Emergency Communications
 Credit Union Department
 Department of Aging and Disability Services
 Department of Information Resources
 Department of Assistive and Rehabilitative Services
 Department of Family and Protective Services
 Employees Retirement System of Texas
 Executive Council of Physical Therapy & Occupational
 Therapy Examiners
 Legislative Budget Board
 Legislative Reference Library
 Office of Consumer Credit Commissioner
 Office of Court Administration
 Office of Injured Employee Counsel
 Office of Public Insurance Counsel
 Office of the Attorney General
 Office of the Fire Fighters' Pension Commissioner
 Office of the Secretary of State
 Office of the State Prosecuting Attorney
 Public Utility Commission
 Railroad Commission of Texas
 Securities Board
 State Bar of Texas
 State Board of Dental Examiners
 State Commission on Judicial Conduct
 State Law Library
 State Office of Risk Management
 State Preservation Board
 Sunset Commission
 Texas Commission on Law Enforcement Officer
 Standards and Education
 Teacher Retirement System
 Texas Alcoholic Beverage Commission
 Texas Board of Architectural Examiners
 Texas Board of Nursing
 Texas Board of Professional Engineers
 Texas Board of Professional Geoscientists
 Texas Bond Review Board
 Texas Commission on Environmental Quality
 Texas Commission on Jail Standards
 Texas Commission on the Arts
 Texas Comptroller of Public Accounts
 Texas Department of Banking
 Texas Department of Criminal Justice
 Texas Department of Housing and Community Affairs
 Texas Department of Insurance

Texas Department of Licensing and Regulation
 Texas Department of Rural Affairs
 Texas Department of Savings and Mortgage Lending
 Texas Department of State Health Services
 Texas Department of Transportation
 Texas Ethics Commission
 Texas Facilities Commission
 Texas Funeral Service Commission
 Texas General Land Office
 Texas Health and Human Services
 Texas Higher Education Coordinating Board
 Texas Historical Commission
 Texas Juvenile Probation Commission
 Texas Lottery Commission
 Texas Medical Board
 Texas Optometry Board
 Texas Parks and Wildlife Department
 Texas Pension Review Board
 Texas Public Finance Authority
 Texas Racing Commission
 Texas Real Estate Commission
 Texas School for the Blind & Visually Impaired
 Texas State Board of Pharmacy
 Texas State Board of Plumbing Examiners
 Texas State Board of Podiatric Medical Examiners
 Texas State Library and Archives Commission
 Texas State Soil & Water Conservation Board
 Texas Water Development Board
 Texas Workforce Commission
 Texas Youth Commission
 Texas School for the Deaf
 Texas Department of Public Safety
 Texas Board of Veterinary Medical Examiners

Higher Education Institutions

Lamar State College – Port Arthur
 Lamar State College – Orange
 Lamar University
 Midwestern State University
 Sam Houston State University
 Stephen F. Austin State University
 Sul Ross State University
 Tarleton State University
 Texas A&M University System
 Texas A&M University
 Texas A&M Health Science Center
 Texas A&M University – Texarkana
 Texas A&M University at Galveston
 Texas A&M University – Corpus Christi

Texas A&M University – Kingsville
 Texas A&M University – San Antonio
 Texas AgriLife Research
 Prairie View A&M University
 West Texas A&M University
 Texas Engineering Extension Service
 Texas Southern University
 Texas State University – San Marcos
 Texas Tech University
 Texas Tech University Health Sciences Center
 Texas Transportation Institute
 Texas Woman's University
 University of Texas at Austin
 The University of Texas System Administration
 University of Texas at Dallas
 University of Texas at El Paso
 University of Texas at Tyler
 University of Texas – Pan American
 University of Texas Arlington
 University of Texas Permian Basin
 University of Texas Medical Branch in Galveston
 University of Texas Southwestern Medical Center – Dallas
 University of Houston
 University of Houston – Clear Lake
 University of Houston – Victoria
 University of North Texas
 University of North Texas Health Science Center

Local Governments

City of Coconut Creek, Florida
 City of Margate, Florida
 Oconee County, Georgia
 City of Broussard, Louisiana
 Town of Kittery, Maine
 Howard County, Maryland
 Oakland County, Michigan
 City of Black Jack, Missouri
 Torrance County, New Mexico
 City of Asheville, North Carolina
 Clackamas County, Oregon
 Horry County, South Carolina
 City of Chattanooga, Tennessee
 City of El Paso, Texas
 City of Fort Worth, Texas
 City of Lubbock, Texas
 Grapevine Police Department, Texas
 Cache County Corporation, Utah
 Spokane County, Washington

Non-Texas State Agencies

Colorado Military & Veterans Affairs
 Georgia State Personnel Administration
 Kentucky Department of Agriculture
 Kentucky Tourism Arts and Heritage Cabinet
 Maryland Department of Budget and Management
 Minnesota Department of Human Services
 Minnesota Department of Labor & Industry
 Minnesota Department of Natural Resources

Minnesota Department of Public Safety
 Minnesota Department of Transportation
 Minnesota Lottery
 New Hampshire Department of Environmental Services
 North Dakota Information Technology Department
 Virginia Department of Forestry
 Washington Office of Financial Management

Centralized HR Agencies

Alabama Personnel Department
 Arizona Department of Administration
 Florida Department of Management Services
 Georgia State Personnel Administration
 Indiana State Personnel Department
 Kansas Department of Administration
 Maine Department of Administrative & Financial Services, Bureau of Human Resources
 Massachusetts Human Resources Division
 Michigan Office of the State Employer
 Minnesota Management and Budget
 Missouri Office of Administration – Division of Personnel
 Montana Department of Administration, State Human Resources
 Nebraska Department of Administrative Services
 Oregon Department of Administrative Services
 South Dakota Bureau of Personnel
 Vermont Department of Human Resources/Administration
 Virginia Department of Human Resource Management

Private Industry

3M
 Air Products & Chemicals, Inc.
 Bader Martin, P.S.
 Brown & Gay Engineers, Inc.
 Calvert Group, LTD
 CompuCom
 Dell
 Deloitte
 Devon Energy
 Eli Lilly and Company
 General Mills
 Klotz Associates, Inc.
 KPMG LLP
 Kraft
 Noelke English Maples St. Leger, LLP
 Pannell Kerr Forster of Texas, P. C.
 PNC Financial Services Group
 Progressive Insurance
 RSM McGladrey
 Ryan, Inc.
 Sage Environmental Consulting

APPENDIX D

Texas State Agency Survey Responses: Raw Tools

Question 1. Please check all the boxes that describe any of the alternative schedules available at your agency. If your agency offers an alternative schedule that is not described by the boxes, please use the text box below to describe the schedule.

Selection	Total
Certain divisions or employees are required to work an alternative schedule.	13
It is optional for employees to work an alternative schedule.	41
It is a privilege for employees to work an alternative schedule.	47
The agency offers alternative work schedules in which an employee can work ten hours a day for four days a week.	45
The agency offers alternative work schedules in which an employee can work nine hours a day for eight days every two weeks. For the remaining two days, the employee works one eight hour day and then has one day off.	24
The agency offers alternative work schedules in which an employee can work nine hours a day for four days and works four hours on the fifth day.	33
The agency offers flextime. ¹	61
The agency offers telecommuting/telework.	42
This agency or certain divisions are closed one day during the regular work week. ²	1
Other	8
If other (please specify): ³	

¹ After follow-up phone calls to survey respondents, the count of the number of agencies that offer flextime rose by five to 66.

² Two agencies originally chose this selection. However, follow-up interviews revealed that one agency does not close one day a week.

³ Shaded boxes indicate text answers which cannot be totaled.

Question 2. Please provide the approximate percentage range of employees that are on each type of alternative work schedule.

Selection	Total
Compressed Work Week – None	21
Compressed Work Week – 1% to 24%	33
Compressed Work Week – 25% to 49%	4
Compressed Work Week – 50% to 74%	1
Compressed Work Week – 75 to 100%	1
Compressed Work Week – Unknown	7
Flextime – None	7
Flextime – 1% to 24%	25

Question 2. (cont.)

Selection	Total
Flextime – 25% to 49%	11
Flextime – 50% to 74%	16
Flextime – 75 to 100%	5
Flextime – Unknown	8
Telecommuting/Telework – None	20
Telecommuting/Telework – 1% to 24%	36
Telecommuting/Telework – 25% to 49%	1
Telecommuting/Telework – 50% to 74%	0
Telecommuting/Telework – 75 to 100%	1
Telecommuting/Telework – Unknown	4

Question 3. Please select the applicable eligibility requirements for agency employees to participate in any alternative work schedule.

Selection	Total
No requirements	5
Fair Labor Standards Act (FLSA) exempt	7
Full-time employee	17
Non-probationary status	24
Other	12
Longevity	7
Managerial approval	68
Certain job classification	12
Non-managerial/supervisory position	8
Additional Comments (please specify which schedule):	

Questions 4. Please indicate if employees with any of the following job duties are not authorized to participate in any alternative work schedule because of the nature of their position.

Selection	Total
Enforcement	2
Customer Service	9
Legal/Legislative	0
Executive/Management	11
Other	12
Regulatory	0
Administrative	1
Information Technology	1
Financial/Audit	3
Additional Comments:	

Question 5. Did your agency change the way it calculates leave/sick or holiday time for employees on an alternative work schedule? If yes, how?

Selection	Total
Yes	11
No	61
Please specify which type of schedule:	

Question 6. Why were any of the alternative work schedules implemented at your agency?

Selection	Total
Compressed Work Week – Cost Savings	7
Compressed Work Week – Employee recruitment	19
Compressed Work Week – Employee retention	37
Compressed Work Week – Environment	15
Compressed Work Week – Staffing needs	13
Compressed Work Week – Gas Prices	15
Flextime – Cost Savings	3
Flextime – Employee recruitment	22
Flextime – Employee retention	50
Flextime – Environment	24
Flextime – Staffing needs	22
Flextime – Gas Prices	7
Telecommuting/Telework – Cost Savings	12
Telecommuting/Telework – Employee recruitment	10
Telecommuting/Telework – Employee retention	31
Telecommuting/Telework – Environment	12
Telecommuting/Telework – Staffing needs	15
Telecommuting/Telework – Gas Prices	13
Additional Reasons (please specify which type of schedule):	

Question 7. If your agency conducted a feasibility study on any alternative work schedule before implementing the schedule, what criteria did your agency consider in the study?

Selection	Total
Not Applicable	64
Criteria (please specify which type of schedule):	

- Question 8.** Please describe any legal requirements that your agency had to consider before establishing any of the alternative work schedules (EX: responding within a certain number of business days or statutory requirements to be open certain hours). Legal requirements (please specify which type of schedule):

Open-Ended Response

- Question 9.** Select any of the challenges your agency has experienced with having any alternative work schedule.

Selection	Total
Supervision of employees	18
Public/customer perception	8
Covering the office	25
HR time accounting software changes	6
Accounting for leave/sick time	21
Lack of manager/supervisor support	8
Abuse of schedule by employees	12
Maintaining customer service levels	13
Agency holidays	15
Other	6
Additional Comments:	

- Question 10.** Select any of the benefits your agency has experienced with having any alternative work schedule.

Selection	Total
Lower use of leave/sick time	24
Lower accrual of overtime pay	11
Lower accrual of compensatory time	14
Increased office hours for the public	19
Decreased employee commute time/expenses	35
Employee retention/satisfaction	63
Employee recruitment	29
Customer service	15
Travel costs	10
Other	3
Additional Comments:	

Question 11. Please discuss any additional benefits or drawbacks that the agency has experienced in the following areas as a result of implementing and maintaining any alternative work schedule (please specify which schedule):

11a. Customer Service

Open-Ended Response

11b. Manager/Supervisor Impact

Open-Ended Response

Question 12. Please describe any benefits or drawbacks that have resulted from having alternative work schedules at agency offices in rural areas of the state.

Selection	Total
Not Applicable	48
If applicable, please describe:	

Question 13. Please indicate any general feedback employees have given on how alternative work schedules have affected their weekly commute.

Selection	Total
Compressed Work Week – No general feedback	17
Compressed Work Week – No change in commute	1
Compressed Work Week – Shorter commute	16
Compressed Work Week – Longer commute	0
Compressed Work Week – No change in fuel cost	0
Compressed Work Week – Increased fuel cost	0
Compressed Work Week – Decreased fuel cost	25
Flextime – No general feedback	22
Flextime – No change in commute	1
Flextime – Shorter commute	30
Flextime – Longer commute	0
Flextime – No change in fuel cost	5
Flextime – Increased fuel cost	0
Flextime – Decreased fuel cost	11
Telecommuting/Telework – No general feedback	14
Telecommuting/Telework – No change in commute	0
Telecommuting/Telework – Shorter commute	15
Telecommuting/Telework – Longer commute	0
Telecommuting/Telework – No change in fuel cost	0
Telecommuting/Telework – Increased fuel cost	0
Telecommuting/Telework – Decreased fuel cost	27
Additional commute feedback (please specify which type of schedule):	0

Question 14. Please indicate the general feedback employees have given on how alternative work schedules have affected their childcare options.

Selection	Total
Compressed Work Week – No general feedback	35
Compressed Work Week – No change in options	3
Compressed Work Week – Less options	1
Compressed Work Week – More options	8
Compressed Work Week – No change in cost	1
Compressed Work Week – More costly options	0
Compressed Work Week – Less costly options	4
Flextime – No general feedback	32
Flextime – No change in options	3
Flextime – Less options	0
Flextime – More options	23
Flextime – No change in cost	1
Flextime – More costly options	0
Flextime – Less costly options	3
Telecommuting/Telework – No general feedback	26
Telecommuting/Telework – No change in options	4
Telecommuting/Telework – Less options	0
Telecommuting/Telework – More options	7
Telecommuting/Telework – No change in cost	1
Telecommuting/Telework – More costly options	0
Telecommuting/Telework – Less costly options	4
Additional childcare feedback (please specify which type of schedule):	

Question 15. Has an alternative work schedule ever had to be modified for any of the following reasons?

Selection	Total
Compressed Work Week – Not Applicable	9
Compressed Work Week – No Modifications	4
Compressed Work Week – Seasonal workloads	13
Compressed Work Week – Budgets	3
Compressed Work Week – Legislative session	16
Compressed Work Week – Staffing levels	13
Compressed Work Week – Holidays	22
Flextime – Not Applicable	8
Flextime – No Modifications	9
Flextime – Seasonal workloads	16
Flextime – Budgets	5

Question 15. (cont.)

Selection	Total
Flextime – Legislative session	20
Flextime – Staffing levels	18
Flextime – Holidays	22
Telecommuting/Telework – Not Applicable	12
Telecommuting/Telework – No Modifications	5
Telecommuting/Telework – Seasonal workloads	11
Telecommuting/Telework – Budgets	2
Telecommuting/Telework – Legislative session	12
Telecommuting/Telework – Staffing levels	8
Telecommuting/Telework – Holidays	13
Additional Comments (please specify which type of schedule):	

Question 16. Has any alternative work schedule in your agency ever been suspended or eliminated? If yes, which type of schedule and for what reason?

Selection	Total
Yes	16
No	56
Please specify the schedule that was suspended or eliminated:	

Question 17. Please indicate whether your agency has experienced any changes in the following areas as a result of switching to a compressed work week.

Selection	Total
Employee Recruitment – Major Decrease	0
Employee Recruitment – Moderate Decrease	0
Employee Recruitment – No Change	28
Employee Recruitment – Moderate Increase	10
Employee Recruitment – Major Increase	0
Employee Retention – Major Decrease	0
Employee Retention – Moderate Decrease	4
Employee Retention – No Change	19
Employee Retention – Moderate Increase	15
Employee Retention – Major Increase	1
Use of Leave/Sick Time – Major Decrease	0
Use of Leave/Sick Time – Moderate Decrease	18
Use of Leave/Sick Time – No Change	19
Use of Leave/Sick Time – Moderate Increase	1
Use of Leave/Sick Time – Major Increase	0

Question 17. (cont.)

Selection	Total
Overtime Accrual – Major Decrease	1
Overtime Accrual – Moderate Decrease	9
Overtime Accrual – No Change	29
Overtime Accrual – Moderate Increase	0
Overtime Accrual – Major Increase	0
Compensatory Time Accrual – Major Decrease	0
Compensatory Time Accrual – Moderate Decrease	14
Compensatory Time Accrual – No Change	24
Compensatory Time Accrual – Moderate Increase	0
Compensatory Time Accrual – Major Increase	0
Additional Comments:	

Question 18. How did the work hours for agency supervisors/managers change to accommodate oversight of employees on compressed work week schedules?

Selection	Total
Work hours expanded	6
No change	32
Other	4
Work hours reduced	0
Work start/end time changed	9
If other (please specify):	

Question 19. If the agency now offers extended office hours because of a compressed work week schedule, at what level have customers been using those extended hours?

Selection	Total
No Use	2
Little Use	0
Moderate Use	9
Extensive Use	3
Unknown	6
Not Applicable	34

Question 20. Please check all the boxes that describe any of the methods your organization uses to train its managers/supervisors on implementing and maintaining alternative work schedules. For this question, “training” means classes or presentations regarding alternative work schedules.

Selection	Total
Training is not provided	37
Training is mandatory	1
Training is optional	4
Other	14
Training is provided at a one-time seminar	2
Training is held on a reoccurring basis	4
Training is one part of general training	13
If other (please specify):	

Question 21. Select the methods your organization uses to inform its employees about the available alternative work schedules.

Selection	Total
Part of new employee orientation	45
Company Web site	9
Managers/supervisors	40
Training coordinators	3
Other	5
Employee manual	50
Employee enrichment activities	1
Posters/fliers	0
Agency newsletter/correspondence	7
No current outreach	6
If other (please specify):	

Question 22. Did your agency evaluate the effectiveness of any of the alternative schedules?

Selection	Total
Compressed Work Week – Yes	11
Compressed Work Week – No	30
Compressed Work Week – Not Applicable	20
Flextime – Yes	15
Flextime – No	36
Flextime – Not Applicable	12
Telecommuting/Telework – Yes	12
Telecommuting/Telework – No	25
Telecommuting/Telework – Not Applicable	24

Question 23. Please indicate below any of the tools your agency used to measure the effectiveness of any of the alternative work schedules.

Selection	Total
Employee survey	14
Customer survey	5
Analysis of pollution levels	0
Agency Web site traffic	1
Other	8
Agency utility bills	1
Employee use of leave/sick time	10
Employee retention rate	13
Tracking customer contact with agency	2
Programs not measured	20
Additional Comments (please specify schedule):	

Question 24. Please select the alternative work schedule(s) you feel have been the most successful. Please use the text box if you would like to explain why a schedule has been the most successful.

Selection	Total
Flextime	54
Telecommuting/Telework	13
Compressed Work Week	26
Other	2
Additional Comments:	

Question 25. Please select the alternative work schedule(s) that have had the most growth over the last five years.

Selection	Total
Flextime	37
Telecommuting/Telework	12
Compressed Work Week	16
Other	2
Additional Comments:	

Question 26. Does your agency have any plans of introducing any new alternative work schedules? If yes, please explain.

Selection	Total
Yes	6
No	62
Additional Comments:	

Question 27. Can we contact you about obtaining any documents or reports you have regarding any alternative work schedules (including any surveys that were conducted or manuals)?

Selection	Total
Yes	56
No	11

Question 28. Please provide us with any other comments or anecdotal experiences related to any alternative work schedules that you would like to share.

Open-Ended Response

Question 29. Would you like an electronic copy of the report we are submitting to the Texas Legislature by December 10, 2010?

Selection	Total
Yes	64
No	5

APPENDIX E

Higher Education Institutions Survey Responses: Raw Tools

Question 1. Please check all the boxes that describe any of the alternative schedules available at your agency. If your agency offers an alternative schedule that is not described by the boxes, please use the text box below to describe the schedule.

Selection	Total
Certain divisions or employees are required to work an alternative schedule.	23
It is optional for employees to work an alternative schedule.	15
It is a privilege for employees to work an alternative schedule.	10
The agency offers alternative work schedules in which an employee can work ten hours a day for four days a week.	17
The agency offers alternative work schedules in which an employee can work nine hours a day for eight days every two weeks. For the remaining two days, the employee works one eight hour day and then has one day off.	8
The agency offers alternative work schedules in which an employee can work nine hours a day for four days and works four hours on the fifth day.	9
The agency offers flextime.	26
The agency offers telecommuting/telework.	18
This agency or certain divisions are closed one day during the regular work week.	0
Other	9
If other (please specify):	

Question 2. Please provide the approximate percentage range of employees that are on each type of alternative work schedule.

Selection	Total
Compressed Work Week – None	13
Compressed Work Week – 1% to 24%	19
Compressed Work Week – 25% to 49%	0
Compressed Work Week – 50% to 74%	1
Compressed Work Week – 75 to 100%	1
Compressed Work Week – Unknown	3
Flextime – None	7
Flextime – 1% to 24%	20
Flextime – 25% to 49%	4
Flextime – 50% to 74%	2
Flextime – 75 to 100%	0
Flextime – Unknown	5

Question 2. (cont.)

Selection	Total
Telecommuting/Telework – None	17
Telecommuting/Telework – 1% to 24%	16
Telecommuting/Telework – 25% to 49%	1
Telecommuting/Telework – 50% to 74%	0
Telecommuting/Telework – 75 to 100%	0
Telecommuting/Telework – Unknown	2

Question 3. Please select the applicable eligibility requirements for agency employees to participate in any alternative work schedule.

Selection	Total
No requirements	3
Fair Labor Standards Act (FLSA) exempt	3
Full-time employee	8
Non-probationary status	4
Other	5
Longevity	3
Managerial approval	25
Certain job classification	7
Non-managerial/supervisory position	2
Additional Comments (please specify which schedule):	

Question 4. Please indicate if employees with any of the following job duties are not authorized to participate in any alternative work schedule because of the nature of their position.

Selection	Total
Enforcement	6
Customer Service	3
Legal/Legislative	1
Executive/Management	8
Other	5
Regulatory	1
Administrative	3
Information Technology	3
Financial/Audit	2
Additional Comments:	

Question 5. Did your agency change the way it calculates leave/sick or holiday time for employees on an alternative work schedule? If yes, how?

Selection	Total
Yes	6
No	32
Please specify which type of schedule:	

Question 6. Why were any of the alternative work schedules implemented at your agency?

Selection	Total
Compressed Work Week – Cost Savings	7
Compressed Work Week – Employee recruitment	8
Compressed Work Week – Employee retention	13
Compressed Work Week – Environment	2
Compressed Work Week – Staffing needs	13
Compressed Work Week – Gas Prices	8
Flextime – Cost Savings	3
Flextime – Employee recruitment	13
Flextime – Employee retention	20
Flextime – Environment	4
Flextime – Staffing needs	20
Flextime – Gas Prices	6
Telecommuting/Telework – Cost Savings	3
Telecommuting/Telework – Employee recruitment	9
Telecommuting/Telework – Employee retention	14
Telecommuting/Telework – Environment	3
Telecommuting/Telework – Staffing needs	15
Telecommuting/Telework – Gas Prices	6
Additional Reasons (please specify which type of schedule):	0

Question 7. If your agency conducted a feasibility study on any alternative work schedule before implementing the schedule, what criteria did your agency consider in the study?

Selection	Total
Not Applicable	35
Criteria (please specify which type of schedule):	

- Question 8.** Please describe any legal requirements that your agency had to consider before establishing any of the alternative work schedules (EX: responding within a certain number of business days or statutory requirements to be open certain hours). Legal requirements (please specify which type of schedule):

Open-Ended Response

- Question 9.** Select any of the challenges your agency has experienced with having any alternative work schedule.

Selection	Total
Supervision of employees	14
Public/customer perception	4
Covering the office	8
HR time accounting software changes	5
Accounting for leave/sick time	10
Lack of manager/supervisor support	4
Abuse of schedule by employees	4
Maintaining customer service levels	5
Agency holidays	11
Other	3
Additional Comments:	

- Question 10.** Select any of the benefits your agency has experienced with having any alternative work schedule.

Selection	Total
Lower use of leave/sick time	7
Lower accrual of overtime pay	2
Lower accrual of compensatory time	3
Increased office hours for the public	9
Decreased employee commute time/expenses	16
Employee retention/satisfaction	27
Employee recruitment	13
Customer service	4
Travel costs	3
Other	4
Additional Comments:	

Question 11. Please discuss any additional benefits or drawbacks that the agency has experienced in the following areas as a result of implementing and maintaining any alternative work schedule (please specify which schedule):

11a. Customer Service

Open-Ended Response

11b. Manager/Supervisor Impact

Open-Ended Response

Question 12. Please describe any benefits or drawbacks that have resulted from having alternative work schedules at agency offices in rural areas of the state.

Selection	Total
Not Applicable	24
If applicable, please describe:	

Question 13. Please indicate any general feedback employees have given on how alternative work schedules have affected their weekly commute.

Selection	Total
Compressed Work Week – No general feedback	10
Compressed Work Week – No change in commute	3
Compressed Work Week – Shorter commute	3
Compressed Work Week – Longer commute	0
Compressed Work Week – No change in fuel cost	2
Compressed Work Week – Increased fuel cost	0
Compressed Work Week – Decreased fuel cost	11
Flextime – No general feedback	15
Flextime – No change in commute	4
Flextime – Shorter commute	8
Flextime – Longer commute	0
Flextime – No change in fuel cost	1
Flextime – Increased fuel cost	0
Flextime – Decreased fuel cost	2
Telecommuting/Telework – No general feedback	11
Telecommuting/Telework – No change in commute	1
Telecommuting/Telework – Shorter commute	2
Telecommuting/Telework – Longer commute	0
Telecommuting/Telework – No change in fuel cost	0
Telecommuting/Telework – Increased fuel cost	0
Telecommuting/Telework – Decreased fuel cost	10
Additional commute feedback (please specify which type of schedule):	

Question 14. Please indicate the general feedback employees have given on how alternative work schedules have affected their childcare options.

Selection	Total
Compressed Work Week – No general feedback	16
Compressed Work Week – No change in options	0
Compressed Work Week – Less options	2
Compressed Work Week – More options	3
Compressed Work Week – No change in cost	1
Compressed Work Week – More costly options	4
Compressed Work Week – Less costly options	2
Flextime – No general feedback	16
Flextime – No change in options	0
Flextime – Less options	1
Flextime – More options	7
Flextime – No change in cost	0
Flextime – More costly options	2
Flextime – Less costly options	1
Telecommuting/Telework – No general feedback	17
Telecommuting/Telework – No change in options	1
Telecommuting/Telework – Less options	0
Telecommuting/Telework – More options	2
Telecommuting/Telework – No change in cost	1
Telecommuting/Telework – More costly options	0
Telecommuting/Telework – Less costly options	0
Additional childcare feedback (please specify which type of schedule):	0

Question 15. Has an alternative work schedule ever had to be modified for any of the following reasons?

Selection	Total
Compressed Work Week – Not Applicable	14
Compressed Work Week – No Modifications	2
Compressed Work Week – Seasonal workloads	8
Compressed Work Week – Budgets	3
Compressed Work Week – Legislative session	2
Compressed Work Week – Staffing levels	10
Compressed Work Week – Holidays	8
Flextime – Not Applicable	11
Flextime – No Modifications	3
Flextime – Seasonal workloads	9
Flextime – Budgets	2

Question 15. (cont.)

Selection	Total
Flextime – Legislative session	2
Flextime – Staffing levels	12
Flextime – Holidays	8
Telecommuting/Telework – Not Applicable	16
Telecommuting/Telework – No Modifications	3
Telecommuting/Telework – Seasonal workloads	3
Telecommuting/Telework – Budgets	1
Telecommuting/Telework – Legislative session	1
Telecommuting/Telework – Staffing levels	4
Telecommuting/Telework – Holidays	4
Additional Comments (please specify which type of schedule):	

Question 16. Has any alternative work schedule in your agency ever been suspended or eliminated? If yes, which type of schedule and for what reason?

Selection	Total
Yes	8
No	33
Please specify the schedule that was suspended or eliminated:	

Question 17. Please indicate whether your agency has experienced any changes in the following areas as a result of switching to a compressed work week.

Selection	Total
Employee Recruitment – Major Decrease	0
Employee Recruitment – Moderate Decrease	0
Employee Recruitment – No Change	10
Employee Recruitment – Moderate Increase	7
Employee Recruitment – Major Increase	0
Employee Retention – Major Decrease	0
Employee Retention – Moderate Decrease	0
Employee Retention – No Change	10
Employee Retention – Moderate Increase	7
Employee Retention – Major Increase	0
Use of Leave/Sick Time – Major Decrease	0
Use of Leave/Sick Time – Moderate Decrease	5
Use of Leave/Sick Time – No Change	10
Use of Leave/Sick Time – Moderate Increase	1
Use of Leave/Sick Time – Major Increase	0

Question 17. (cont.)

Selection	Total
Overtime Accrual – Major Decrease	0
Overtime Accrual – Moderate Decrease	1
Overtime Accrual – No Change	14
Overtime Accrual – Moderate Increase	0
Overtime Accrual – Major Increase	0
Compensatory Time Accrual – Major Decrease	0
Compensatory Time Accrual – Moderate Decrease	3
Compensatory Time Accrual – No Change	12
Compensatory Time Accrual – Moderate Increase	0
Compensatory Time Accrual – Major Increase	0
Additional Comments:	

Question 18. How did the work hours for agency supervisors/managers change to accommodate oversight of employees on compressed work week schedules?

Selection	Total
Work hours expanded	4
No change	20
Other	2
Work hours reduced	0
Work start/end time changed	3
If other (please specify):	

Question 19. If the agency now offers extended office hours because of a compressed work week schedule, at what level have customers been using those extended hours?

Selection	Total
No Use	1
Little Use	2
Moderate Use	1
Extensive Use	3
Unknown	3
Not Applicable	16

Question 20. Please check all the boxes that describe any of the methods your organization uses to train its managers/supervisors on implementing and maintaining alternative work schedules. For this question, “training” means classes or presentations regarding alternative work schedules.

Selection	Total
Training is not provided	21
Training is mandatory	1
Training is optional	4
Other	6
Training is provided at a one-time seminar	3
Training is held on a reoccurring basis	2
Training is one part of general training	5
If other (please specify):	

Question 21. Select the methods your organization uses to inform its employees about the available alternative work schedules.

Selection	Total
Part of new employee orientation	9
Web site	13
Managers/supervisors	20
Training coordinators	1
Other	9
Employee manual	6
Employee enrichment activities	0
Posters/fliers	0
Agency newsletter/correspondence	6
No current outreach	8
If other (please specify):	

Question 22. Did your agency evaluate the effectiveness of any of the alternative schedules?

Selection	Total
Compressed Work Week – Yes	5
Compressed Work Week – No	17
Compressed Work Week – Not Applicable	16
Flextime – Yes	4
Flextime – No	21
Flextime – Not Applicable	11
Telecommuting/Telework – Yes	2
Telecommuting/Telework – No	17
Telecommuting/Telework – Not Applicable	17

Question 23. Please indicate below any of the tools your agency used to measure the effectiveness of any of the alternative work schedules.

Selection	Total
Employee survey	6
Customer survey	2
Analysis of pollution levels	0
Agency Web site traffic	0
Other	2
Agency utility bills	1
Employee use of leave/sick time	2
Employee retention rate	2
Tracking customer contact with agency	0
Programs not measured	18
Additional Comments (please specify schedule):	

Question 24. Please select the alternative work schedule(s) you feel have been the most successful. Please use the text box if you would like to explain why a schedule has been the most successful.

Selection	Total
Flextime	23
Telecommuting/Telework	8
Compressed Work Week	14
Other	1
Additional Comments:	

Question 25. Please select the alternative work schedule(s) that have had the most growth over the last five years.

Selection	Total
Flextime	18
Telecommuting/Telework	8
Compressed Work Week	9
Other	2
Additional Comments:	

Question 26. Does your agency have any plans of introducing any new alternative work schedules? If yes, please explain.

Selection	Total
Yes	4
No	34
Additional Comments:	

Question 27. Can we contact you about obtaining any documents or reports you have regarding any alternative work schedules (including any surveys that were conducted or manuals)?

Selection	Total
Yes	29
No	8

Question 28. Please provide us with any other comments or anecdotal experiences related to any alternative work schedules that you would like to share.

Open-Ended Response	
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Question 29. Would you like an electronic copy of the report we are submitting to the Texas Legislature by December 10, 2010?

Selection	Total
Yes	40
No	0

APPENDIX F

Non-Texas Agencies Survey Responses: Raw Tools

Question 1. Please provide the name of your agency.

Open-Ended Response

Question 2. Please provide the total number of employees at your agency and the number of employees that utilize a compressed work week.

2a. Total Agency Employees

Open-Ended Response

2b. Compressed Work Week Employees

Open-Ended Response

Question 3. Please check all the boxes that describe any of the compressed work week programs available at your agency. If your agency offers a compressed work schedule that is not described by the boxes, please use the text box below to describe what is different about the program.

Selection	Total
The state requires this agency to offer a compressed work week program.	1
It is up to this agency whether to offer a compressed work week.	13
Compressed work week employee works ten hours a day for four days a week.	13
Compressed work week employee works nine hours a day for eight days every two weeks. For the remaining two days, the employee works one eight hour day and then has one day off.	9
Compressed work week employee works nine hours a day for four days and works four hours on the fifth day.	8
This agency is closed one day during the regular work week.	3
Compressed work week is regulated by collective bargaining.	4
Additional comments:	

Question 4. Were there any legal requirements that your agency had to consider before establishing a compressed work week program (EX: responding within a certain number of business days or statutory requirements to be open certain hours)?

Open-Ended Response

Question 5. Has the compressed work week program ever had to be modified for any of the following reasons:

Selection	Total
No modifications	6
Seasonal workloads	5
Collective bargaining requirement	1
Legislative session	3
Budgets	1
Staffing levels	5
Holidays	6
Other (please specify)	

Question 6. Has your agency ever suspended or eliminated its compressed work week program?

Selection	Total
Yes	1
No	14

Question 7. Why was a compressed work week program implemented at your agency?

Selection	Total
Cost savings	6
Employee recruitment	7
Employee satisfaction/retention	12
Environment	4
Part of collective bargaining	3
Staffing needs	5
Gas prices	4
Other (please specify)	

Question 8. Did your agency conduct a feasibility study on the compressed work week before implementing the program?

Selection	Total
Yes	4
No	10

Question 9. If your agency did conduct a feasibility study, what criteria did your agency consider in the study?

Open-Ended Response

Question 10. How did your agency modify the total number of hours during the week it is open to the public when you switched to a compressed work week schedule?

Selection	Total
Expanded hours	2
Reduced hours	0
No change	13
Not Applicable	1
Other (please specify)	

Question 11. If the agency now offers extended office hours because of a compressed work week, at what level have customers been using those extended hours?

Selection	Total
No Use	1
Little Use	3
Moderate Use	2
Extensive Use	1
Unknown	2
Not Applicable	6

Question 12. If there was a change in the number of hours the agency is open to the public, was there an effort to educate the public regarding any changes in agency office hours as a result of the compressed work week schedule?

Selection	Total
Yes	1
No	2
Not Applicable	11

Question 13. Please select the applicable eligibility requirements for agency employees to participate in a compressed work week program.

Selection	Total
No requirements	4
Exempt from Fair Labor Standards Act (FLSA)	2
Full-time employee	4
Non-probationary status	1
Longevity	0
Requires managerial approval	10
Certain job classification	3
Other (please specify)	

Question 14. Please indicate any general feedback employees have given on how the compressed work week program has affected their commute or fuel expenses.

Selection	Total
No general feedback on commute time	7
Shorter commute time	4
Longer commute time	0
No change in commute time	2
No general feedback on fuel expenses	6
Decreased fuel expenses	7
Increased fuel expenses	0
No change in fuel expenses	0
Other (please specify)	

Question 15. Please indicate any general feedback employees have given on how the compressed work week program has affected their childcare options.

Selection	Total
No general feedback on childcare options	9
Less childcare options	1
Less expensive childcare options	3
No effect on childcare options	0
More childcare options	1
More expensive childcare options	0
Other (please specify)	

Question 16. How did the work hours for agency supervisors/managers change to accommodate oversight of employees on compressed work schedules?

Selection	Total
Work hours expanded	1
Work hours reduced	0
No change	12
Other (please specify)	

Question 17. Did your organization change the way it calculates leave/sick time for employees on a compressed work week schedule?

Selection	Total
Yes	0
No	15
If yes, how?	

Question 18. In general, how does use of leave/sick time differ between employees on a compressed work week schedule and those employees on a traditional schedule?

Selection	Total
Compressed work employees use less leave/sick time	4
Compressed work employees use more leave/sick time	0
No difference	4
Unknown	7
Other (please specify)	

Question 19. Please discuss any additional benefits or drawbacks that the agency has experienced in the following areas as a result of implementing and maintaining a compressed workweek program:

19a. General Impact

Open-Ended Response	
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19b. Customer Service

Open-Ended Response	
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19c. Employee Impact

Open-Ended Response	
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Question 20. Please indicate whether your agency has experienced any changes in the following areas as a result of switching to a compressed work week:

Selection	Total
Utility costs – Major Decrease	1
Utility costs – Moderate Decrease	3
Utility costs – No Change	11
Utility costs – Moderate Increase	0
Utility costs – Major Increase	0
Employee Retention Rates – Major Decrease	1
Employee Retention Rates – Moderate Decrease	2
Employee Retention Rates – No Change	6
Employee Retention Rates – Moderate Increase	5
Employee Retention Rates – Major Increase	1
Employee Productivity – Major Decrease	0
Employee Productivity – Moderate Decrease	0
Employee Productivity – No Change	8
Employee Productivity – Moderate Increase	7
Employee Productivity – Major Increase	0
Office Communication – Major Decrease	0
Office Communication – Moderate Decrease	0
Office Communication – No Change	13
Office Communication – Moderate Increase	2
Office Communication – Major Increase	0

Question 21. Did your agency evaluate the effectiveness of the compressed work week program?

Selection	Total
Yes	8
No	7

Question 22. Please indicate below any of the tools that your agency used to measure the effectiveness of the compressed work week program.

Selection	Total
Employee survey	5
Customer survey	1
Analysis of pollution levels	0
Agency Web site traffic	0
Agency utility bills	2
Employee use of leave/sick time	3

Question 22. (cont.)

Selection	Total
Employee retention rate	4
Track customer contact with agency	1
Not applicable	7
Other (please specify)	

Question 23. Can we contact you about obtaining any documents or reports you have regarding your compressed work week program (including any surveys that were conducted or manuals)?¹

Selection	Total
Yes	—
No	—

¹ The final three questions in this survey were asked of recipients but because of a technical error, responses for these final three questions were not recorded.

Question 24. Please provide us with any other comments or anecdotal experiences related to the compressed work week program that you would like to share.

Open-Ended Response	—
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Question 25. Would you like an electronic copy of the report we are submitting to the Texas Legislature by December 10, 2010?

Selection	Total
Yes	—
No	—

APPENDIX G

Centralized HR Agency Survey Responses: Raw Totals

Question 1. Please provide the name of your agency.

Open-Ended Response

Question 2. How many agencies are in the state and of those, how many provide for a compressed work week program?

2a. Total state agencies

Open-Ended Response

2b. Total agencies with a compressed work week

Open-Ended Response

Question 3. Please check all the boxes that describe any of the compressed work week programs currently in the state. If your state offers a compressed work schedule that is not described by the boxes, please use the text box below to describe what is different about the program.

Selection	Total
The state requires certain agencies to offer a compressed work week program.	1
It is up to each individual agency whether to offer a compressed work week.	15
Compressed work week employee works ten hours a day for four days a week.	11
Compressed work week employee works nine hours a day for eight days every two weeks. For the remaining two days, the employee works one eight hour day and then has one day off.	8
Compressed work week employee works nine hours a day for four days and works four hours on the fifth day.	10
Agenc(ies) close one day during the regular work week.	1
Compressed work week is regulated by collective bargaining.	5
Additional comments:	

Question 4. Please check the following types of agencies that do not offer a compressed work week program because of the nature of the services they provide.

Selection	Total
Nature of agency services is not a factor	6
Law Enforcement/Public Safety	1

Question 4. (cont.)

Selection	Total
Criminal Justice	0
Health	0
Environmental	0
Education	0
Tax, Treasury, or Revenue	0
Department of Motor Vehicles	0
Human Services	0
Other (please specify)	

Question 5. Were there any legal requirements that state agencies had to consider before establishing a compressed work week program (EX: responding within a certain number of business days or legal requirements to be open certain hours)?

Open-Ended Response	
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Question 6. Has the compressed work week program ever had to be modified for any of the following reasons:

Selection	Total
No modifications	5
Seasonal workloads	2
Collective bargaining requirements	3
Legislative session	2
Budgets	3
Staffing levels	6
Holidays	4
Other (please specify)	

Question 7. Has a state agency ever suspended or eliminated its compressed work week program?

Selection	Total
Yes	9
No	8

Question 8. Why were the compressed work week programs implemented?

Selection	Total
Cost savings	4
Employee recruitment	5
Employee satisfaction/retention	12
Environment	3
Part of collective bargaining	3
Staffing needs	6
Gas prices	4
Other (please specify)	

Question 9. Was a feasibility study conducted on the compressed work week before implementation of any of the programs?

Selection	Total
Yes	3
No	11

Question 10. If any feasibility study was conducted, what criteria were considered in the study?

Open-Ended Response	
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Question 11. How did agencies modify the total hours during the week that they are open to the public after employees switched to a compressed work week schedule?

Selection	Total
Expanded hours	2
Reduced hours	1
No change	10
Not Applicable	2
Other (please specify)	

Question 12. If there was a change in the number of hours any agency was open to the public, was there an effort to educate the public regarding any changes in office hours as a result of the compressed work week schedule?

Selection	Total
Yes	2
No	0
Not Applicable	13

Question 13. Please select the applicable eligibility requirements for employees to participate in compressed work week programs.

Selection	Total
No requirements	2
Exempt from Fair Labor Standards Act (FLSA)	1
Full-time employee	1
Non-probationary status	2
Longevity	0
Requires managerial approval	12
Certain job classification	3
Other (please specify)	

Question 14. Please indicate any general feedback employees have given on how the compressed work week program has affected their commute or fuel expenses.

Selection	Total
No general feedback on commute time	11
Shorter commute time	3
Longer commute time	0
No change in commute time	0
No general feedback on fuel expenses	11
Decreased fuel expenses	3
Increased fuel expenses	0
No change in fuel expenses	0
Other (please specify)	

Question 15. Please indicate any general feedback employees have given on how the compressed work week program has affected their childcare options.

Selection	Total
No general feedback on childcare options	13
Less childcare options	0
Less expensive childcare options	1
No effect on childcare options	0
More childcare options	0
More expensive childcare options	0
Other (please specify)	

Question 16. How did the work hours for agency supervisors/managers change to accommodate oversight of employees on compressed work schedules?

Selection	Total
Work hours expanded	3
Work hours reduced	0
No change	8
Other (please specify)	

Question 17. Did agencies change the way they calculated leave/sick time for employees on a compressed work week schedule?

Selection	Total
Yes	2
No	14
If yes, how?	

Question 18. In general, how does use of leave/sick time differ between employees on a compressed work week schedule and those employees on a traditional schedule?

Selection	Total
Compressed work employees use less leave/sick time	0
Compressed work employees use more leave/sick time	0
No difference	4
Unknown	11
Other (please specify)	

Question 19. Please discuss any benefits or drawbacks that the state has experienced in the following areas as a result of implementing and maintaining a compressed work week program:

19a. General Impact

Open-Ended Response	
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19b. Customer Service

Open-Ended Response	
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19c. Employee Impact

Open-Ended Response	
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Question 20. Please indicate whether agencies have generally experienced any changes in the following areas as a result of switching to a compressed work week:

Selection	Total
Utility costs – Major Decrease	0
Utility costs – Moderate Decrease	0
Utility costs – No Change	12
Utility costs – Moderate Increase	0
Utility costs – Major Increase	0
Employee Retention Rates – Major Decrease	0
Employee Retention Rates – Moderate Decrease	0
Employee Retention Rates – No Change	7
Employee Retention Rates – Moderate Increase	3
Employee Retention Rates – Major Increase	0

Question 21. Did any of the state agencies evaluate the effectiveness of their compressed work week program?

Selection	Total
Yes	4
No	9

Question 22. Please indicate below any of the tools that agencies used to measure the effectiveness of their compressed work week program.

Selection	Total
Employee survey	4
Customer survey	1
Analysis of pollution levels	0
Agency Web site traffic	0
Agency utility bills	0
Employee use of leave/sick time	2
Employee retention rate	0
Track customer contact with agency	0
Not applicable	6
Other (please specify)	

Question 23. Can we contact you about obtaining any documents or reports you have regarding your compressed work week program (including any surveys that were conducted or manuals)?

Selection	Total
Yes	16
No	1

Question 24. Please provide us with any other comments or anecdotal experiences related to the compressed work week program that you would like to share.

Open-Ended Response	
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Question 25. Would you like an electronic copy of the report we are submitting to the Texas Legislature by December 10, 2010?

Selection	Total
Yes	17
No	0

APPENDIX H

Local Government Survey Responses: Raw Tools

Question 1. Please provide the name of your governmental entity.

Open-Ended Response

Question 2. Please provide the total number of employees at your organization and the number of employees that utilize a compressed work week.

2a. Total Employees

Open-Ended Response

2b. Compressed Work Week Employees

Open-Ended Response

Question 3. Please check all the boxes that describe any of the compressed work week programs available at your organization. If your organization offers a compressed work schedule that is not described by the boxes, please use the text box below to describe what is different about the program.

Selection	Total
The law requires this organization to offer a compressed work week program.	0
It is up to this organization whether to offer a compressed work week.	17
Compressed work week employee works ten hours a day for four days a week.	17
Compressed work week employee works nine hours a day for eight days every two weeks. For the remaining two days, the employee works one eight hour day and then has one day off.	4
Compressed work week employee works nine hours a day for four days and works four hours on the fifth day.	4
This organization is closed one day during the regular work week.	6
Compressed work week is regulated by collective bargaining or other labor agreement.	1
Additional comments:	

Question 4. Please check the following types of divisions or offices that do not offer a compressed work week program because of the nature of the services they provide.

Selection	Total
Nature of services is not a factor	3
Law Enforcement/Public Safety	10
Criminal Justice	3
Judicial	7
Planning/Zoning	2
Fire Department/Emergency Services	10
Water/Utilities	3
Public Works	3
Health/Human Services	3
Not Applicable	1
Other (please specify)	

Question 5. Were there any legal requirements that your organization had to consider before establishing a compressed work week program (EX: responding within a certain number of business days or legal requirements to be open certain hours)?

Open-Ended Response

Question 6. Has the compressed work week program ever had to be modified for any of the following reasons:

Selection	Total
No modifications	9
Seasonal workloads	6
Collective bargaining/labor agreement	0
Legislative session	0
Budgets	2
Staffing levels	5
Holidays	3
Other (please specify)	

Question 7. Has your organization ever suspended or eliminated its compressed work week program?

Selection	Total
Yes	4
No	15

Question 8. Why was a compressed work week program implemented at your organization?

Selection	Total
Cost savings	10
Employee recruitment	1
Employee satisfaction/retention	14
Collective bargaining or labor agreement	0
Environment	5
Staffing needs	2
Gas prices	10
Other (please specify)	

Question 9. Did your organization conduct a feasibility study on the compressed work week before implementing the program?

Selection	Total
Yes	5
No	14

Question 10. If your organization did conduct a feasibility study, what criteria did your organization consider in the feasibility study?

Open-Ended Response	
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Question 11. How did your organization modify the total hours during the week it is open to the public when you switched to a compressed work week schedule?

Selection	Total
Expanded hours	8
Reduced hours	0
No change	10
Not Applicable	1
Other (please specify)	

Question 12. If your organization now offers extended office hours because of a compressed work week, at what level have customers been using those extended hours?

Selection	Total
No Use	0
Little Use	0
Moderate Use	6

Question 12. (cont.)

Selection	Total
Extensive Use	1
Unknown	1
Not Applicable	8

Question 13. If there was a change in the number of hours the organization is open to the public, was there an effort to educate the public regarding any changes in office hours as a result of the compressed work week schedule?

Selection	Total
Yes	7
No	1
Not Applicable	9

Question 14. Please select the applicable eligibility requirements for employees to participate in a compressed work week program.

Selection	Total
No requirements	8
Exempt from Fair Labor Standards Act (FLSA)	0
Full-time employee	2
Non-probationary status	1
Longevity	0
Requires managerial approval	5
Certain job classification	4
Other (please specify)	

Question 15. Please indicate any general feedback employees have given on how the compressed work week program has affected their commute or fuel expenses.

Selection	Total
No general feedback on commute time	8
Shorter commute time	4
Longer commute time	0
No change in commute time	2
No general feedback on fuel expenses	3
Decreased fuel expenses	12
Increased fuel expenses	0
No change in fuel expenses	1
Other (please specify)	

Question 16. Please indicate any general feedback employees have given on how the compressed work week program has affected their childcare options.

Selection	Total
No general feedback on childcare options	12
Less childcare options	4
Less expensive childcare options	2
No effect on childcare options	5
More childcare options	1
More expensive childcare options	0
Other (please specify)	

Question 17. How did the work hours for supervisors/managers change to accommodate oversight of employees on compressed work schedules?

Selection	Total
Work hours expanded	3
Work hours reduced	0
No change	14
Other (please specify)	

Question 18. Did your organization change the way it calculates leave/sick time for employees on a compressed work week schedule?

Selection	Total
Yes	3
No	15
If yes, how?	

Question 19. In general, how does use of leave/sick time differ between employees on a compressed work week schedule and those employees on a traditional schedule?

Selection	Total
Compressed work employees use less leave/sick time	6
Compressed work employees use more leave/sick time	0
No difference	8
Unknown	5
Other (please specify)	

Question 20. Please discuss any benefits or drawbacks that your organization has experienced in the following areas as a result of implementing and maintaining a compressed work week program:

20a. General Impact

Open-Ended Response

20b. Customer Service

Open-Ended Response

20c. Employee Impact

Open-Ended Response

Question 21. Please indicate whether your organization has experienced any changes in the following areas as a result of switching to a compressed work week:

Selection	Total
Utility costs – Major Decrease	1
Utility costs – Moderate Decrease	10
Utility costs – No Change	6
Utility costs – Moderate Increase	0
Utility costs – Major Increase	0
Employee Retention Rates – Major Decrease	0
Employee Retention Rates – Moderate Decrease	0
Employee Retention Rates – No Change	13
Employee Retention Rates – Moderate Increase	3
Employee Retention Rates – Major Increase	1
Employee Productivity – Major Decrease	0
Employee Productivity – Moderate Decrease	0
Employee Productivity – No Change	8
Employee Productivity – Moderate Increase	7
Employee Productivity – Major Increase	2
Office Communication – Major Decrease	0
Office Communication – Moderate Decrease	1
Office Communication – No Change	13
Office Communication – Moderate Increase	2
Office Communication – Major Increase	1

Question 22. Did your organization evaluate the effectiveness of the compressed work week program?

Selection	Total
Yes	11
No	7

Question 23. Please indicate below any of the tools that your organization used to measure the effectiveness of the compressed work week program.

Selection	Total
Employee survey	7
Customer survey	4
Analysis of pollution levels	0
Web site traffic	1
Utility bills	6
Employee use of leave/sick time	7
Employee retention rate	2
Track customer contact with organization	5
Not applicable	3
Other (please specify)	

Question 24. Can we contact you about obtaining any documents or reports you have regarding your compressed work week program (including any surveys that were conducted or manuals)?¹

Selection	Total
Yes	—
No	—

¹ The final three questions in this survey were asked of recipients but because of a technical error, responses for these final three questions were not recorded.

Question 24. Please provide us with any other comments or anecdotal experiences related to the compressed work week program that you would like to share.

Open-Ended Response	—
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Question 25. Would you like an electronic copy of the report we are submitting to the Texas Legislature by December 10, 2010?

Selection	Total
Yes	—
No	—

APPENDIX I

Private Companies Survey Responses: Raw Tools

Question 1. Does your human resources (HR) office oversee one single business location, multiple business locations, or all the business locations of the organization in the United States?

Selection	Total
Single business location	5
Multiple business locations	4
All United States business locations	12

Question 2. How many business locations does your HR office oversee within the United States?

Open-Ended Response	
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Question 3. How many business locations does your HR office oversee that offer an alternative work schedule?

Open-Ended Response	
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Question 4. How many employees in the United States does your HR office oversee?

Selection	Total
100 or fewer	2
101 to 500	6
501 to 1,000	3
1,001 to 5,000	3
over 5,000	7
Unknown	0

Question 5. Please select the industry classification that best describes your organization.

Selection	Total
Utilities/Oil & Gas	1
Professional Services	11
Construction	0

Question 5. (cont.)

Selection	Total
Transportation/Warehousing	0
Finance/Insurance	3
Accommodation and Food Services	0
Real Estate and Rental/Leasing	0
Wholesale/Retail Trade	0
Manufacturing/Production	4
Educational Services	0
Health Care/Medical Services/Pharmaceutical	1
Arts, Entertainment, and Recreation	0
Unknown	0
Other	3
Information Technology	2
Other (please specify):	

Question 6. What alternative work schedules are available at your organization?

Selection	Total
Flextime	20
Telecommuting/Telework	16
Other	5
Furlough	1
Compressed Work Week	16
Other (please specify):	

Question 7. Please select the approximate percentage range of the United States employees that your HR office oversees that use each type of alternative work schedule.

Selection	Total
Flextime – None	1
Flextime – 1% to 24%	5
Flextime – 25% to 49%	1
Flextime – 50% to 74%	2
Flextime – 75% to 100%	8
Flextime – Unknown	2
Compressed Work Week – None	2
Compressed Work Week – 1% to 24%	9
Compressed Work Week – 25% to 49%	0
Compressed Work Week – 50% to 74%	4

Question 7. (cont.)

Selection	Total
Compressed Work Week – 75% to 100%	2
Compressed Work Week – Unknown	2
Telecommuting/Telework – None	2
Telecommuting/Telework – 1% to 24%	5
Telecommuting/Telework – 25% to 49%	4
Telecommuting/Telework – 50% to 74%	1
Telecommuting/Telework – 75% to 100%	3
Telecommuting/Telework – Unknown	2
Furlough – None	9
Furlough – 1% to 24%	0
Furlough – 25% to 49%	0
Furlough – 50% to 74%	1
Furlough – 75% to 100%	1
Furlough – Unknown	1

Question 8. Why were any of the alternative work schedules implemented at your agency?

Selection	Total
Compressed Work Week – Cost savings	2
Compressed Work Week – Employee recruitment	13
Compressed Work Week – Employee retention	16
Compressed Work Week – Environment	5
Compressed Work Week – Staffing needs	9
Compressed Work Week – Gas prices	6
Compressed Work Week – Collective bargaining	0
Furlough – Cost savings	1
Furlough – Employee recruitment	0
Furlough – Employee retention	0
Furlough – Environment	0
Furlough – Staffing needs	0
Furlough – Gas prices	0
Furlough – Collective bargaining	0
Flextime – Cost savings	1
Flextime – Employee recruitment	13
Flextime – Employee retention	19
Flextime – Environment	5
Flextime – Staffing needs	10

Question 8. (cont.)

Selection	Total
Flextime – Gas prices	2
Flextime – Collective bargaining	0
Telecommuting/Telework – Cost savings	5
Telecommuting/Telework – Employee recruitment	12
Telecommuting/Telework – Employee retention	14
Telecommuting/Telework – Environment	7
Telecommuting/Telework – Staffing needs	11
Telecommuting/Telework – Gas prices	4
Telecommuting/Telework – Collective bargaining	0
Additional comments (please specify type of schedule):	

Question 9. Has your organization ever suspended or eliminated an alternative work schedule? If yes, which type of schedule and why was it suspended or eliminated?

Selection	Total
Yes	5
No	15
If yes (please specify):	

Question 10. Discuss any benefits or drawbacks that your organization has experienced in the following areas as a result of implementing and maintaining alternative work schedules. Please specify which schedule you are referencing (i.e. flextime, compressed work week, furlough, or telecommuting/telework).**10a. Overhead Cost**

Open-Ended Response

10b. Customer Service

Open-Ended Response

10c. Employee Impact

Open-Ended Response

10d. Manager/Supervisor Impact

Open-Ended Response

Question 11. Please indicate any general feedback employees have given on how alternative work schedules have affected their weekly commute.

Selection	Total
Compressed Work Week – No general feedback	5
Compressed Work Week – No change in commute	4
Compressed Work Week – Shorter commute	7
Compressed Work Week – Longer commute	0
Compressed Work Week – No change in fuel cost	1
Compressed Work Week – Increased fuel cost	0
Compressed Work Week – Decreased fuel cost	8
Furlough – No general feedback	6
Furlough – No change in commute	0
Furlough – Shorter commute	0
Furlough – Longer commute	0
Furlough – No change in fuel cost	0
Furlough – Increased fuel cost	0
Furlough – Decreased fuel cost	0
Flextime – No general feedback	5
Flextime – No change in commute	2
Flextime – Shorter commute	10
Flextime – Longer commute	0
Flextime – No change in fuel cost	0
Flextime – Increased fuel cost	0
Flextime – Decreased fuel cost	6
Telecommuting/Telework – No general feedback	3
Telecommuting/Telework – No change in commute	0
Telecommuting/Telework – Shorter commute	8
Telecommuting/Telework – Longer commute	0
Telecommuting/Telework – No change in fuel cost	0
Telecommuting/Telework – Increased fuel cost	0
Telecommuting/Telework – Decreased fuel cost	10
Additional commute feedback (please specify which type of schedule):	

Question 12. Please indicate the general feedback employees have given on how alternative work schedules have affected their childcare options.

Selection	Total
Compressed Work Week – No general feedback	7
Compressed Work Week – No change in options	4
Compressed Work Week – Less options	1
Compressed Work Week – More options	4

Question 12. (cont.)

Selection	Total
Compressed Work Week – No change in cost	2
Compressed Work Week – More costly options	0
Compressed Work Week – Less costly options	3
Furlough – No general feedback	4
Furlough – No change in options	0
Furlough – Less options	0
Furlough – More options	0
Furlough – No change in cost	0
Furlough – More costly options	0
Furlough – Less costly options	0
Flextime – No general feedback	4
Flextime – No change in options	2
Flextime – Less options	0
Flextime – More options	12
Flextime – No change in cost	2
Flextime – More costly options	0
Flextime – Less costly options	4
Telecommuting/Telework – No general feedback	4
Telecommuting/Telework – No change in options	2
Telecommuting/Telework – Less options	0
Telecommuting/Telework – More options	7
Telecommuting/Telework – No change in cost	2
Telecommuting/Telework – More costly options	0
Telecommuting/Telework – Less costly options	3
Additional childcare feedback (please specify which type of schedule):	

Question 13. Indicate whether your organization has experienced any changes in the following areas as a result of your alternative work schedules.

Selection	Total
Employee Retention Rates – Major Decrease	0
Employee Retention Rates – Moderate Decrease	0
Employee Retention Rates – No Change	4
Employee Retention Rates – Moderate Increase	7
Employee Retention Rates – Major Increase	4
Employee Productivity – Major Decrease	0
Employee Productivity – Moderate Decrease	1
Employee Productivity – No Change	5
Employee Productivity – Moderate Increase	6

Question 13. (cont.)

Selection	Total
Employee Productivity – Major Increase	3
Customer Satisfaction – Major Decrease	0
Customer Satisfaction – Moderate Decrease	1
Customer Satisfaction – No Change	6
Customer Satisfaction – Moderate Increase	6
Customer Satisfaction – Major Increase	1
Utility Cost – Major Decrease	0
Utility Cost – Moderate Decrease	2
Utility Cost – No Change	12
Utility Cost – Moderate Increase	0
Utility Cost – Major Increase	0
Use of Leave/SickTime – Major Decrease	0
Use of Leave/SickTime – Moderate Decrease	4
Use of Leave/SickTime – No Change	8
Use of Leave/SickTime – Moderate Increase	1
Use of Leave/SickTime – Major Increase	0
Overtime Accrual – Major Decrease	0
Overtime Accrual – Moderate Decrease	1
Overtime Accrual – No Change	12
Overtime Accrual – Moderate Increase	0
Overtime Accrual – Major Increase	0
Additional Comments (please specify type of schedule):	

Question 14. Are managers/supervisors eligible to participate in alternative work schedules?

Selection	Total
Yes	19
No	1
Additional Comments (please specify type of schedule):	

Question 15. Please check all the boxes that describe any of the methods your organization uses to train its managers/supervisors on implementing and maintaining alternative work schedules. For this question, "training" means classes or presentations regarding alternative work schedules.

Selection	Total
Training is not provided	5
Training is mandatory	2
Training is optional	3

Question 15. (cont.)

Selection	Total
Training is provided at a one-time seminar	3
Training is held on a reoccurring basis	3
Training is part of general training	7
Other	4
Other (please specify):	

Question 16. You have answered questions on typical alternative work schedules (compressed work week, flextime, furlough, and telecommuting/telework). Other than these schedules, does your organization have an innovative alternative work schedule?

Selection	Total
Yes	7
No	13

Question 17. Please describe the innovative work schedule.

Open-Ended Response	
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Question 18. Please select the approximate percentage range of US employees overseen by your HR office that participate in the innovative schedule.

Selection	Total
1% to 24%	3
25% to 49%	1
50% to 74%	0
75% to 100%	2
Unknown	0

Question 19. Why was the innovative schedule implemented?

Selection	Total
Cost savings	3
Employee recruitment	6
Employee satisfaction/retention	6
Collective bargaining/labor agreement	0
Environment	3
Staffing needs	4

Question 19. (cont.)

Selection	Total
Gas prices	1
Other	2
Other (please specify):	

Question 20. Please discuss any benefits or drawbacks that your organization has experienced in the following areas as a result of implementing and maintaining the innovative schedule:

20a. Overhead Cost (including utility cost)

Open-Ended Response	
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20b. Customer Service

Open-Ended Response	
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20c. Employee Work Impact (productivity, use of leave/sick, overtime accrual, etc.)

Open-Ended Response	
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20d. Employee Personal Impact (childcare, commuting, health, etc.)

Open-Ended Response	
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20e. Manager/Supervisor Impact

Open-Ended Response	
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Question 21. Please select any of the tools that your organization used to measure the effectiveness of any of the alternative work schedules (compressed, flextime, telecommuting/telework, furlough, or innovative).

Selection	Total
Employee survey	15
Customer survey	1
Analysis of pollution levels	1
Web site traffic	3
Utility bills	1
Employee use of leave/sick time	6
Employee retention rate	10
Track customer contact with organization	1
Programs not measured	4
Other	3
Additional Comments:	

Question 22. We are interested in documents or reports related to alternative work schedules such as surveys that were conducted, feasibility studies, manuals, or documentation related to the effects of these work schedules on utility and transportation cost. Can we contact you about obtaining any documents or reports you have regarding any of your alternative work schedules?

Selection	Total
Yes	11
No	7

Question 23. Please provide us with any other comments or anecdotal experiences related to any alternative work schedules that you would like to share.

Open-Ended Response

Question 24. Would you like an electronic copy of the report we are submitting to the Texas Legislature by December 10, 2010?

Selection	Total
Yes	19
No	0

APPENDIX J

Summary for Electricity Comparison of Regular Work Week to Estimated 4-Day Work Week

(kilowatt hour data from Austin Energy Load Profiler)

2009	William B. Travis*	Stephen F. Austin*	Lyndon B. Johnson*	William P. Clements	John H. Winters	Ernest O. Thompson	Robert E. Johnson
Regular Work Week Annual Total Usage**	9,013,951	17,144,778	7,417,288	13,679,415	18,190,482	1,771,562	8,486,861
Estimated 4-Day Work Week Annual Total Usage**	8,707,446	16,747,237	7,275,784	13,375,396	17,921,897	1,735,896	8,351,508
Difference	306,505	397,541	141,504	304,019	268,584	35,666	135,353
Activity Related Consumption (ARC)	56,170	68,060	34,850	38,130	33,210	8,815	23,985
Difference less ARC	250,335	329,481	106,654	265,889	235,374	26,851	111,368
% Reduction after ARC	2.78%	1.92%	1.44%	1.94%	1.29%	1.52%	1.31%

2008	William B. Travis*	Stephen F. Austin*	Lyndon B. Johnson*	William P. Clements	John H. Winters	Ernest O. Thompson	Robert E. Johnson
Regular Work Week Annual Total Usage**	9,055,061	19,118,214	8,126,829	13,500,131	17,336,657	1,900,430	8,298,332
Estimated 4-Day Work Week Annual Total Usage**	8,736,000	18,694,803	7,943,263	13,150,344	17,043,654	1,865,711	8,168,312
Difference	319,061	423,411	183,566	349,787	293,003	34,719	130,020
ARC	56,170	68,060	34,850	38,130	33,210	8,815	23,985
Difference less ARC	262,891	355,351	148,716	311,657	259,793	25,904	106,035
% Reduction after ARC	2.90%	1.86%	1.83%	2.31%	1.50%	1.36%	1.28%

2007	William B. Travis*	Stephen F. Austin*	Lyndon B. Johnson*	William P. Clements	John H. Winters	Ernest O. Thompson	Robert E. Johnson
Regular Work Week Annual Total Usage**	8,678,963	18,241,485	8,221,557	14,362,888	17,726,087	1,846,532	8,901,971
Estimated 4-Day Work Week Annual Total Usage**	8,349,474	17,873,569	8,031,388	14,107,265	17,416,531	1,810,304	8,783,446
Difference	329,489	367,916	190,169	255,623	309,556	36,228	118,525
ARC	56,170	68,060	34,850	38,130	33,210	8,815	23,985
Difference less ARC	273,319	299,856	155,319	217,493	276,346	27,413	94,540
% Reduction after ARC	3.15%	1.64%	1.89%	1.51%	1.56%	1.48%	1.06%

2006	William B. Travis*	Stephen F. Austin*	Lyndon B. Johnson*	William P. Clements	John H. Winters	Ernest O. Thompson	Robert E. Johnson
Regular Work Week Annual Total Usage**	8,492,895	18,262,708	8,330,958	14,535,011	16,960,193	1,883,601	8,727,647
Estimated 4-Day Work Week Annual Total Usage**	8,150,824	17,879,621	8,135,433	14,259,283	16,673,457	1,851,338	8,597,855
Difference	342,071	383,087	195,525	275,729	286,736	32,263	129,793
ARC	56,170	68,060	34,850	38,130	33,210	8,815	23,985
Difference less ARC	285,901	315,027	160,675	237,599	253,526	23,448	105,808
% Reduction after ARC	3.37%	1.72%	1.93%	1.63%	1.49%	1.24%	1.21%

	William B. Travis*	Stephen F. Austin*	Lyndon B. Johnson*	William P. Clements	John H. Winters	Ernest O. Thompson	Robert E. Johnson
Average kiloWatt hour Reduction	268,111	324,929	142,841	258,159	256,260	34,719	104,438
Average Yearly Percentage Reduction	3.05%	1.79%	1.77%	1.85%	1.46%	1.40%	1.22%
Estimated Yearly Utility Cost Savings [average kiloWatt hour reduction X (1.07 cents***+3.653 cents****)]	\$12,662.90	\$15,346.39	\$6,746.39	\$12,192.87	\$12,103.15	\$1,639.79	\$4,932.60

*Heating and cooling utility usage for the SFA, LBJ and WBT office buildings is reflected in the meter for the SFA Office buildings. The estimated savings reflected above assumes that all three buildings would be operating on a 4-day schedule.

**Usage reported in kiloWatt hours

***Austin Energy kWh Rate

****Austin Energy Fuel Charge per kWh

Source: Texas Comptroller of Public Accounts.

